

WORLD TRADE NEWS

Caterpillar supplies machinery to two Romanian mines

By Judy Dempsey, recently in Bucharest

CATERPILLAR, the US-based maker of construction and earthmoving equipment, will provide machinery to two Romanian mines. This is one of the first major contracts between a western company and Romania since the December revolution.

The contract, understood to be worth \$50m, will involve Caterpillar supplying 212 machines for coal moving and transportation, as well as preparing roads at the mines and providing technical training and back-up. The machinery is due to come on-stream between October and mid-1991.

The machines, earmarked for the coal mines in Rovinari and Motru, are one of the key centres of the economy were starved of capital investment. Since 1989 the authorities had effectively banned imports and foreign credits as part of a strategy to repay Romania's \$10bn foreign debt at break-neck speed.

But since July, when Mr Petre Roman, the prime minister, announced his new, largely technocratic, government, ministers have been keen to attract foreign investment. Under the terms of recent legislation, foreign investors will be allowed to repatriate hard currency profits after a 30 per cent tax, and will be permitted to hold a 100 per cent stake in companies set up in Romania.

a year, despite a potential of perhaps twice that. The industry desperately needs new machinery, spare parts and training facilities.

Caterpillar intends to make a long-term commitment to supplying heavy equipment. "We are not in here for the short term. This is only the beginning. We do not expect it to be easy. But it will be worth it given the vast potential of the country," Mr Loetscher said.

Under the former regime of Nicolae Ceausescu, many sectors of the economy were starved of capital investment. Since 1989 the authorities had effectively banned imports and foreign credits as part of a strategy to repay Romania's \$10bn foreign debt at break-neck speed.

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West wraps up Soviet aluminium foil deal

Kenneth Gooding on business developments in eastern Europe's metals industry

AN example of industrial banking and international co-operation, the deal for a \$200m aluminium foil plant to be built at Sajonogorsk, in Siberia, takes some beating.

The agreement involves a Soviet consortium which will share 70 per cent of the venture; Reynolds Metals, second-largest of the US aluminium companies, and Fata, the Italian industrial concern, which will each have 15.5 per cent; and the San Paolo Bank of Italy, which will take the rest.

As Mr Bill Bourke, chairman of Reynolds Metals, points out, the Soviet Union brings to the deal cheap metal, cheap power and a crying need for packaging products.

Fata brings 100 per cent financing by a group of Italian banks led by the San Paolo Bank, and the technology to build and equip the plant.

Reynolds will design the plant and operate it in return for technology and management fees. The Soviet Union will keep about 30 per cent of the foil and the rest will be sold by Reynolds via its European marketing network. Reynolds will need to repay the banks about \$22m a year in hard currency to service the \$150m debt, so Reynolds will take at least enough of the foil to cover this requirement.

Fata has 30 years experience in the Soviet Union. Reynolds has cemented the deal by taking a 10 per cent stake in the Italian group. Mr Bourke says: "The interest in Fata offered us the opportunity to do deals which otherwise would have taken 20 years to set up. The foil plant is the first of what we hope will be a number of deals in the Soviet Union."

Mr Bourke says Soviet officials already are talking to Reynolds about converting the foil into packaging products in their country while at the same time US companies moving into the Soviet Union also want Reynolds as a supplier there.

He says the cost to Reynolds is only \$2.6m. No price for the stake in Fata has been revealed but Mr Bourke promises: "We will more than get our money back on the Fata shareholding with the Soviet deal."

The Soviet Union first decided to build the foil plant with Fata in 1987 but the contract was not signed until last year. The new plant will employ about 650, take molten metal from a neighbouring Soviet aluminium smelter and convert it into about 47,000 tonnes of foil a year.

Mr Randy Reynolds, chief executive of Reynolds International, is "sure we will get a quality product out of Russia".

He said the Soviet smelter, while not "state of the art" was relatively modern and the quality of the aluminium it produces was good.

All the international aluminium companies agree that east European markets offer great potential for their metal, particularly in building, construction and packaging products.

But they are wary and cautious. Alcan, the Canadian group which produces more aluminium than any other company in the world, has signed a co-operative agreement with a number of companies in the former east Germany covering rolled products and foil. Alcan's German subsidiary will provide technology and the partners will sell Alcan's aluminium building products.

Mr Jacques Bougie, Alcan's president, points out that Alcan has had a good relationship with the eastern bloc industry for 15 years. "We have credibility with that industry. We want to capitalise on that and on our technical abilities."

He sees Alcan playing a similar role as it did in the west in the 1930s and 1940s when it helped to establish the use of aluminium in many markets of the world.

Mr Bougie says that the eastern bloc industry is not intent on scrapping existing capacity and rebuilding it. "They just



want to ensure that the capacity is working as efficiently as possible." Eastern Europe does not have any natural advantages which would make it a low-cost supplier of primary aluminium to western companies, he points out.

"Our interest is to develop new markets for aluminium there. But we are not rushing in. We see it as a natural expansion of our activities in Europe."

At Alcoa (Aluminum Company of America), chairman Mr Paul O'Neill says that his company - the world's biggest aluminium group - has had many approaches for "affiliations or joint ventures" in eastern Europe. He says Alcoa has taken only a brief look at them

- "we are not pursuing any with vigour because we have enough on our plate in other parts of the world at the moment."

Mr O'Neill says: "One of the difficulties is that the data with some of the proposals [on eastern Europe] does not begin to provide the perspective you would need to make a sensible decision. It is difficult to know what the facts really are. For example, I have not seen Btu [British thermal unit] details to compare plants with those in the west."

Consequently, "although I'm interested, I don't feel compelled to race around the world to get ahead of the competition in eastern Europe," says Mr O'Neill.

Stronger textile rules urged

URGENT action must be taken to strengthen rules against trading abuses in the international textile industry, says the Apparel Knitting and Textile Alliance (AKT), representing the UK textile industry, Alice Rawsthorn writes.

In Fair Trade in Textiles and Clothing - A Battle Still to Be Won - published today, AKT identifies five areas where it says the rules are inadequate:

- the "profoundly disappointing" progress in reducing excessive tariff and non-tariff barriers;
- the "inadequate" proposals to strengthen the rules against dumping; the investigation process should be accelerated;
- the lack of measures to prevent subsidies for exports or investment;
- the absence of an efficient means of preventing theft of designs and brand names;
- the "inadequate" provisions for taking safeguard measures against "damaging import surges".

The MultiFibre Arrangement, the mechanism for regulating global textile trade, expires next year. The AKT urges, instead, its "gradual and progressive" phasing-out. After the MFA expires, AKT expects a "difficult and often painful adjustment" for the UK industry, providing the present GATT rules are strengthened.

Japan rejects US proposal for farm trade reforms

By Robert Thomson in Tokyo

THE Japanese government has rejected a US proposal for agricultural trade reforms and insisted that a ban will remain on rice imports, despite the present trade liberalisation talks under the General Agreement on Tariffs and Trade.

Mr Tomio Yamamoto, minister for agriculture, forestry and fisheries, said yesterday that the US proposal, which would replace non-tariff barriers with tariffs, "is suitable for a farm products exporter" such as the US, but is unacceptable for Japan.

Mr Yamamoto said Japan would not review its already-preserved farm trade reform plan, which includes a general cut of 20 per cent in domestic support for farm products over

10 years, though support for rice and other grains would be cut by only 5.4 per cent over seven years from next year.

Japan is under increasing pressure from the US and other farm-produce exporting nations to open its rice market.

For Washington, rice has become more important as a symbol of Japan's general attitude to trade reform than as a potential source of revenue for US farmers.

A Japanese government official said yesterday that the US proposal was surprising because "it is a proposal and not a specific offer."

That perceived lack of "an offer" is seen as a reason for Japan to maintain its ban on imported rice.

Brazilian airline signs \$2.1bn Boeing order

By Victoria Griffiths in São Paulo

VARIG, the Brazilian airline, has signed a \$2.1bn (\$1.1bn) contract to buy 14 aircraft from Boeing, the US aircraft maker. The purchase is Varig's biggest ever.

The contract includes six Boeing 747-300s, with a unit price of \$154m at today's prices, and eight 737-300s which sell for \$26m each. The deal, which gives Varig an option to buy another 12 aircraft, entails payment over a maximum of 20 years.

Under a contract signed in February, Varig agreed to buy 15 Boeing 737-300s. The latest

deal raises the total value of Varig's purchases from Boeing to \$3.1bn this year.

The first of the 747-300s will arrive in September 1991, and the last deliveries are due at the end of the decade.

Mr Rubel Thomas, Varig's president, said the aircraft will be used to expand the fleet and replace older ones. The company intends operating a new route to Hong Kong by 1992.

The 747-400s, with 406 places, will be used for international flights, while the 737-300s will be used for internal routes.

Freer services trade 'must be part of Uruguay Round'

By Peter Montagnon, World Trade Editor

THE WORLD'S trading nations must agree to an actual liberalisation of trade in services as part of the Uruguay Round, despite the stipulation that has occurred in this part of the negotiation, the European Community Services Group says.

The private sector lobby group declared in a statement being sent to the European Commission that it viewed with "acute concern" the prospect of an agreement that contained no initial liberalisation concessions.

"Trade ministers meeting in Brussels to wrap up the Round in December should insist that specific commitments on services be negotiated during 1991, so they can come into force alongside the basic agreement on liberalisation in 1992."

"Acceptance of the Services Agreement by governments cannot be defined from the initial amount of liberalisation, as to do so would lose both private-sector support and the benefits of leverage from being part of the overall undertaking

on many fronts which comprises the Uruguay Round," the statement said.

The group, headed by Sir Michael Peilner, deputy chairman of Midland Bank, said it wanted the basic agreement to cover all service sectors, with none being treated on a stand-alone basis.

It should have as its cornerstone the principle of unconditional most-favoured-nation treatment which requires that all foreign providers of services be treated equally without discrimination.

Derogations to this principle might be needed for certain sectors such as air transport and shipping, but they should be transitional and written into the main agreement, to ensure the basic principles would eventually apply to these sectors too.

All sectors should be covered by the same dispute settlement system. There should not be separate procedures applying to individual sectors, the statement added.

Germans assess toll road proposal

A US company has offered to build Germany's first private toll motorway, officials said yesterday. Reuters reports from Bonn.

The German government is assessing an offer from Sterlin Associates Alexandria to build and operate a 60-mile toll motorway.

The road would run from Dresden in eastern Germany to Gotha in the Polish border, according to the transport ministry.

Many western Germans, who

have long been used to fast cars and toll-free motorways with no speed limits, have been surprised by plans to modernise the antiquated infrastructure in former East Germany.

These plans include letting private companies build new roads and charge users a toll to use them.

However, a constitutional requirement that the state should run the motorways may prevent a contract going through.

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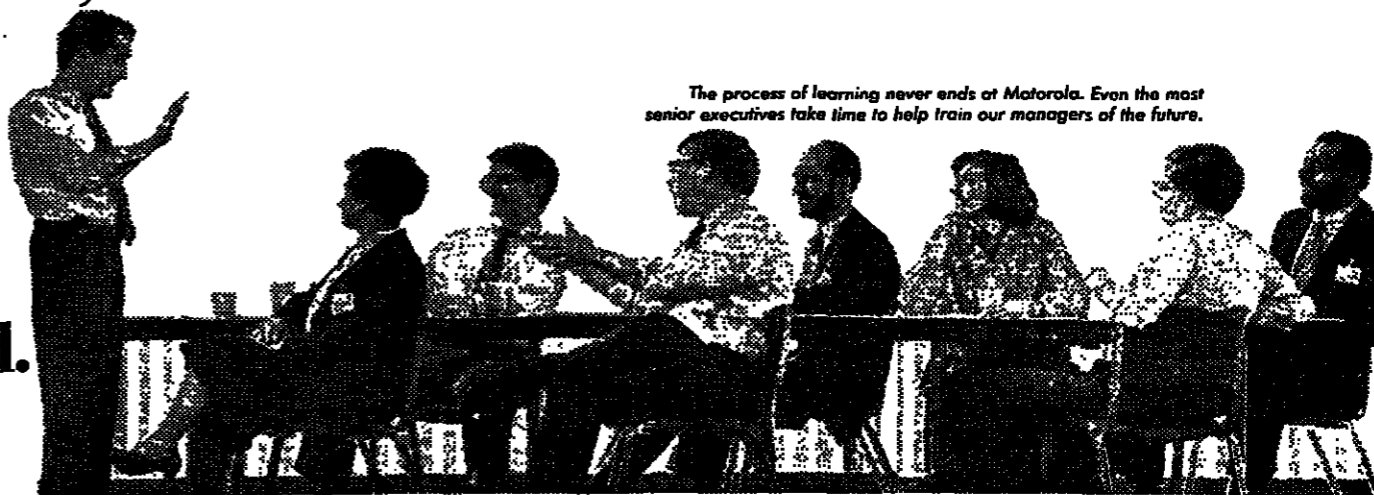
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AMERICAN NEWS

House nears approval for Democrat budget package

By Peter Riddell, US Editor, in Washington

THE House of Representatives was last night on the way to approving a Democrat budget package involving a substantial increase in income taxes, especially on the wealthy, as the Bush administration underlined its support for alternative proposals from the Senate finance committee.

Resolving differences between the two plans and producing a package acceptable to the White House is expected to take longer than the deadline of Friday midnight, when the US government runs out of money again.

A further complication is that many Senate Democrats are more sympathetic to the House plan than to the finance committee package, produced by their own leadership with Republican support. However, any rank-and-file Democrat alternative is likely to be defeated and the extent of tax increases will be determined in a House/Senate conference.

The obvious stumbling block is if Democrats push through a plan which increases taxes much more than the Senate committee version, thereby forcing another confrontation and shutdown of government.

President George Bush yesterday continued his campaign trips around the US, arguing that the budget crisis was the result of Congress's failure to act.

A new Washington Post/ABC News poll points to a further drop in Mr Bush's approval rating as president, down to 56 per cent, compared with 75 per cent a month ago, and the lowest level since he took office.

Moreover, 79 per cent of Americans think the country is "pretty seriously on the wrong track," the most negative result found in a leading poll since the oil crisis of the mid-1970s.

Congressman Bill Gray, the House majority whip, yesterday predicted the Democrat plan, which would raise the top marginal income tax rate from 28 to 33 per cent and impose a 10 per cent surtax on millionaires, would pass. He said "those who enjoyed the champagne of the 1980s will be paying their fair share in deficit reduction".

The House rules committee, which determines procedure,

early yesterday ruled out of order a Republican alternative which relies almost entirely on a freeze on spending, as it would reduce the federal deficit by only about \$400bn over five years, rather than the agreed target of \$500bn.

Mr Nicholas Brady, US treasury secretary, made clear the administration's opposition to the House Democrat plan.

He said the president would "probably sign" the Senate finance committee package which, together with an initial House ways and means committee plan, is close to the original bipartisan agreement, defeated 12 days ago.

He added that then "the government will operate in a normal way and the people won't have to look at a government shutdown".

The Senate finance committee version, described by Mr Brady as "fair and equitable", proposes some increases in tax for the better-off as a result of a limit on deductions.

Many Senate Democrats, believing the White House is on the defensive, want to go further and move nearer to the House Democrat version.



Soaring costs: the price of each B-2 Stealth bomber has risen to more than \$500m

Senate backs \$268bn defence spending bill

THE US Senate has passed a \$268.2bn (\$213.6bn) 1991 defence spending bill, rebuffing efforts to accelerate US troop withdrawals from Europe and halt production of the B-2 Stealth bomber, writes Lionel Barber in Washington.

Passage of the bill puts the Senate at odds with the House of Representatives, which has approved legislation which cuts more than \$2bn from the Strategic Defence Initiative - "Star Wars" - programme and terminates production of the troubled B-2.

These differences must now be ironed out in conference talks between House and Senate members, before the final version

of the bill is submitted to President George Bush for signature.

Mr Bush has the power to veto, but the Senate bill is likely to be the best deal he can get.

The legislation reflects a near \$16.2bn cut from military appropriations for fiscal 1991, which ended last September 30. Several close votes - both on the B-2 and on US troop reductions in Europe - suggest that sentiment for further defence cuts is growing on Capitol Hill.

Production of the B-2 will have to be scaled back from the 75 aircraft currently sought by the Pentagon, according to Senator Sam Nunn, chairman of the Senate armed

services committee. Taking account of research and development costs and the reduction in planned purchases, the price of each plane has risen to more than \$500m.

A group of US senators plans to introduce an amendment that would give Mr Bush the authority to disburse up to \$700m-worth of Pentagon weapons stocks to Israel.

The plan - modelled on the Second World War "Lend Lease" concept, under which the US provided material support for Britain before entering the war - aims to respond to Israeli threats against Israel, according to its supporters.

California continues to count cost of quake

By Louise Kehoe in San Francisco

IN San Francisco the most lasting image of the earthquake a year ago today is the Embarcadero Freeway, one of the primary routes into the city from the south, which remains closed.

The two-tiered structure was declared unsafe shortly after the quake and, after much local debate, the city's board of supervisors has decided to tear down the structure, rather than repair it.

Across the bay, in Oakland, the wreckage of the Cypress section of freeway, which collapsed killing 42 people, has been torn down. In its place is a desolate gap amid the low-cost housing.

Before the quake the Embarcadero carried 50,000 cars a day along the city's waterfront to Chinatown, the North Beach restaurant district and Fisherman's Wharf, the city's prime tourist attractions. Traders claim its destruction will permanently damage their businesses.

Yet most of San Francisco's tourist industry appears to have made a good recovery. After dipping 80 per cent in the immediate aftermath of the quake, tourism revenues have recovered significantly, albeit to lower levels than a year ago.

The expensive homes in the Marina district that were destroyed have quickly been rebuilt. Federal funding of \$30m (\$15.2m) has ensured the repair of the San Francisco-Oakland Bay Bridge and many other damaged structures.

For some, however, the legacy of Loma Prieta, as the earthquake has been officially named, is more severe.

In the cities of Santa Cruz and Watsonville, about 75 miles south of San Francisco and far closer to the epicentre, the evidence of the quake's destructive force is still painfully visible.

Santa Cruz's once bustling shopping area has been left a virtual ghost town, with deep excavation pits where buildings once stood.

Dozens of businesses continue to operate in makeshift marquees erected in the weeks following the quake, but at least 100 retail businesses have folded. The remainder report sales are less than a quarter of those prior to the earthquake.

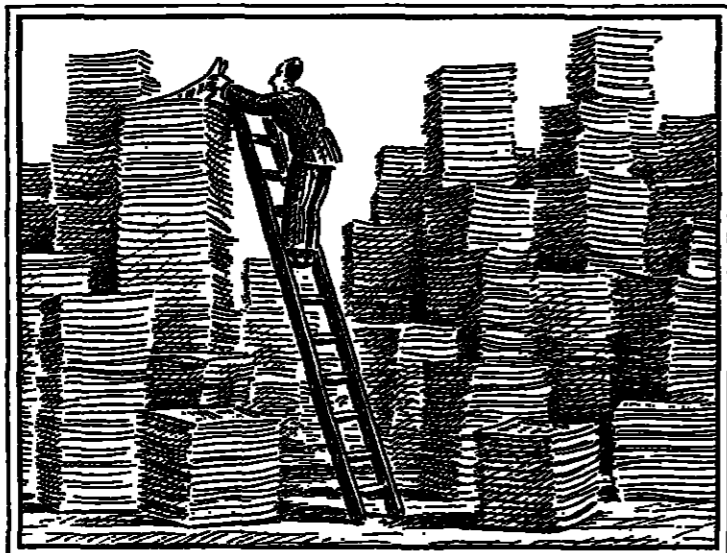
In nearby Watsonville, an Hispanic agricultural town, about 40 low-income families still live in temporary trailers supplied by the Federal Emergency Management Agency. Their low-rent homes were destroyed last October and although many have been repaired or rebuilt, rents have increased and for these families are no longer affordable.

Eventually, according to local officials, the families may be evicted.

There is lasting resentment in Watsonville that the world watched San Francisco's problems but ignored the small town's plight. More than 900 homes in the town were severely damaged or destroyed and the high school was irreparably damaged.

Today, as residents of the San Francisco Bay area remember what happened at 5.04pm a year ago, they will count the costs - 68 dead, more than 3,500 injured, more than 1,000 homes destroyed and almost 400 failed businesses. The vast majority, however, will count their good fortune.

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Milken's mini-trial plays to a packed courtroom

THE hottest ticket in town is not for a Broadway show. It is a place in the so-called "mini-trial" of Mr Michael Milken, former junk bond king at Drexel Burnham Lambert, the US investment bank which filed for bankruptcy in February.

Every morning, several hours before proceedings start, press and public alike jostle for places in a downtown Manhattan courtroom. Outside, photographers throng the courthouse steps waiting for the man who created and ran Drexel's all-powerful high yield bond department.

This is not just a desire to gloat over a fallen angel. The hearing is being held to help Judge Kimba Wood to gain a better sense of Mr Milken's character.

He has already pleaded guilty to six charges related to breaches of securities law and has agreed to pay \$800m (\$304.5m) in fines and restitution; the judge's job is to devise an appropriate sentence, which could range from community service up to 25 years' imprisonment.

Mr Milken's settlement with the government means there is no question of fresh evidence leading to further personal indictments.

Yet if what the government alleges is correct, the activities of Drexel in the mid-to-late 1980s probably constitute the biggest single scam ever perpetrated in the history of the securities industry.

The question is how much can the government prove and how much can be laid at Mr Milken's door? And how should white collar crime be punished?

Inside the courtroom matters are orderly and generally good-natured. Because of time constraints, the government has selected three items out of a hefty dossier of alleged misdeeds which it claims Drexel and Mr Milken committed.

Nikki Tait in New York reports that the junk bond king has kept his cool

One example is the alleged manipulation of the share price of Wickes, a home products company which Drexel won as a client after a struggle. But the government's witnesses have been at best contradictory and, sometimes, downright unhelpful.

Mr Milken's lawyers are certainly serving their client well. The tall, grey-haired and cragily imposing figure of Mr Arthur Liman, who had previously crossed swords with Lieutenant-Colonel Oliver North during congressional hearings on the Iran-Contra affair, brings an air of emotional commitment to every

cross-examination. The thrust of his case is that "Mike Milken, the myth" is being muddled with reality. He pleads the case with a rare degree of professional conviction.

Mr John Carroll, for the government, is a more mundane, if resolutely chirpy figure who plings away at details. But by the end of Monday, even Judge Wood seemed uncertain what two days of government evidence had revealed.

What, she asked, "can I rely on that connects [Mr Milken] to the Boesky Organisation?" And why, she persisted, was it more likely to be Mr Milken who initiated the Wickes trades by Boesky than, say, other members of Drexel?

The government response centred on the broad assertion that "Milken was the only person there who was able to authorise the trades and make good Mr [Ivan] Boesky's losses".

But it went little further than his claims on the opening day.

Mr Milken has been quietly entering and leaving the courtroom via a back-door, and then sitting pensively with his back to the public benches, writing copious notes and occasionally conferring with Mr Liman.

The former Drexel superstar has now relaxed a little - occasionally making eye contact with others in the hearing room - but maintaining a fixed jaw and steely demeanour.

Brazil's state oil group in federal probe

PETROBRAS, Brazil's government-controlled oil concern, is under federal investigation for an operation to purchase \$300m (\$152.2m) of state debt for resale to the central bank at a profit of more than 80 per cent, writes Victoria Gavett in São Paulo.

Mr Luiz Octavio da Motta Veiga, Petrobras president, has confirmed the operation, aimed at reducing the company's deficit, estimated at \$1.2bn at the

end of September.

The move involved the purchase of discounted debt in the secondary market for subsequent resale to the central bank at face value.

Mr Motta Veiga said the operation has been neither completed nor cancelled. However, Mr Ibrahim Eris, central bank president, insisted it had been suspended. The company stood to make a profit of \$245.5m, with some of the gain

coming from currency trading profits.

Government officials said that, although Petrobras' actions were not technically illegal, the company may have compromised national interests. Brazil is in the middle of debt negotiations with foreign banks, who are likely to be unhappy with the commitment of large amounts of foreign currency reserves to such an operation.

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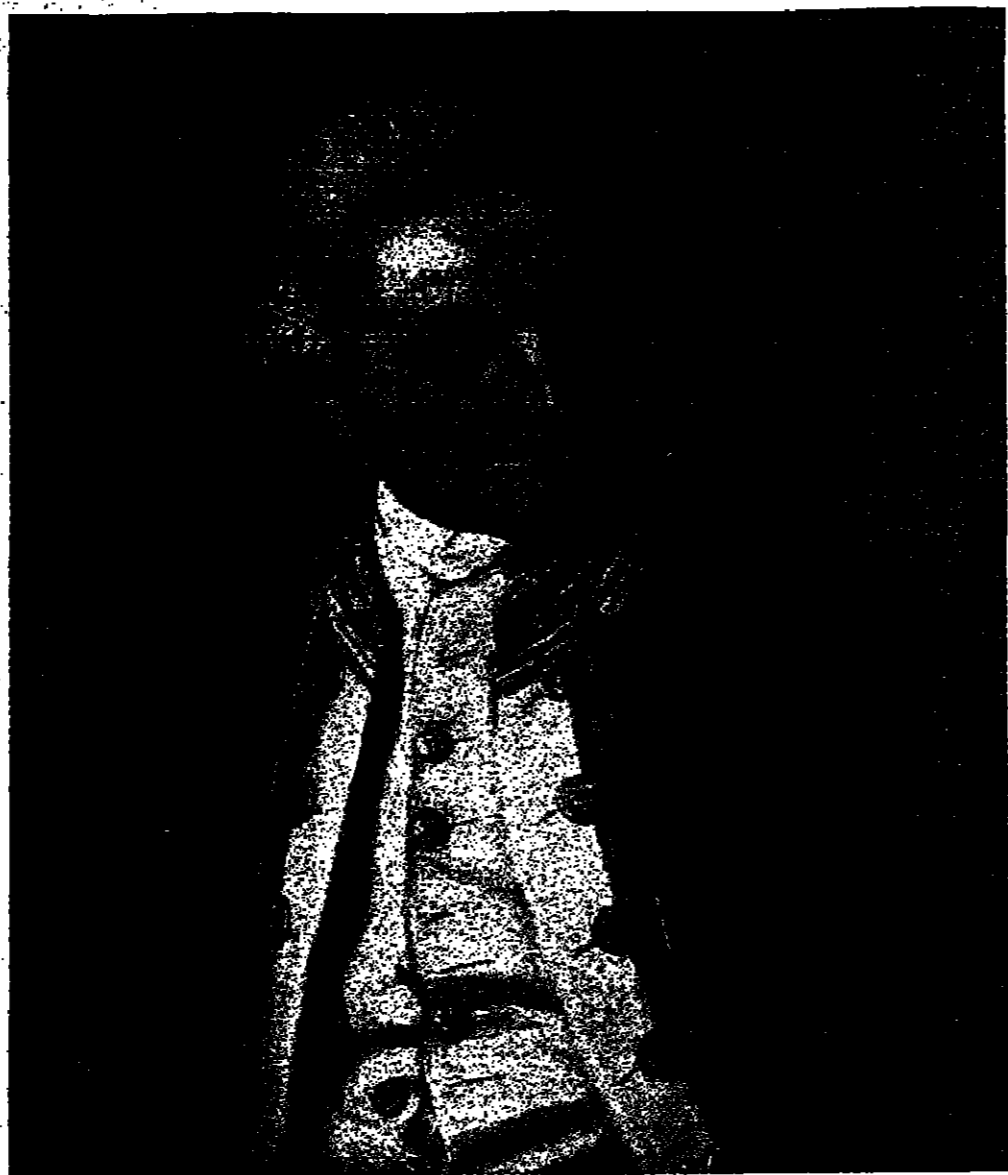
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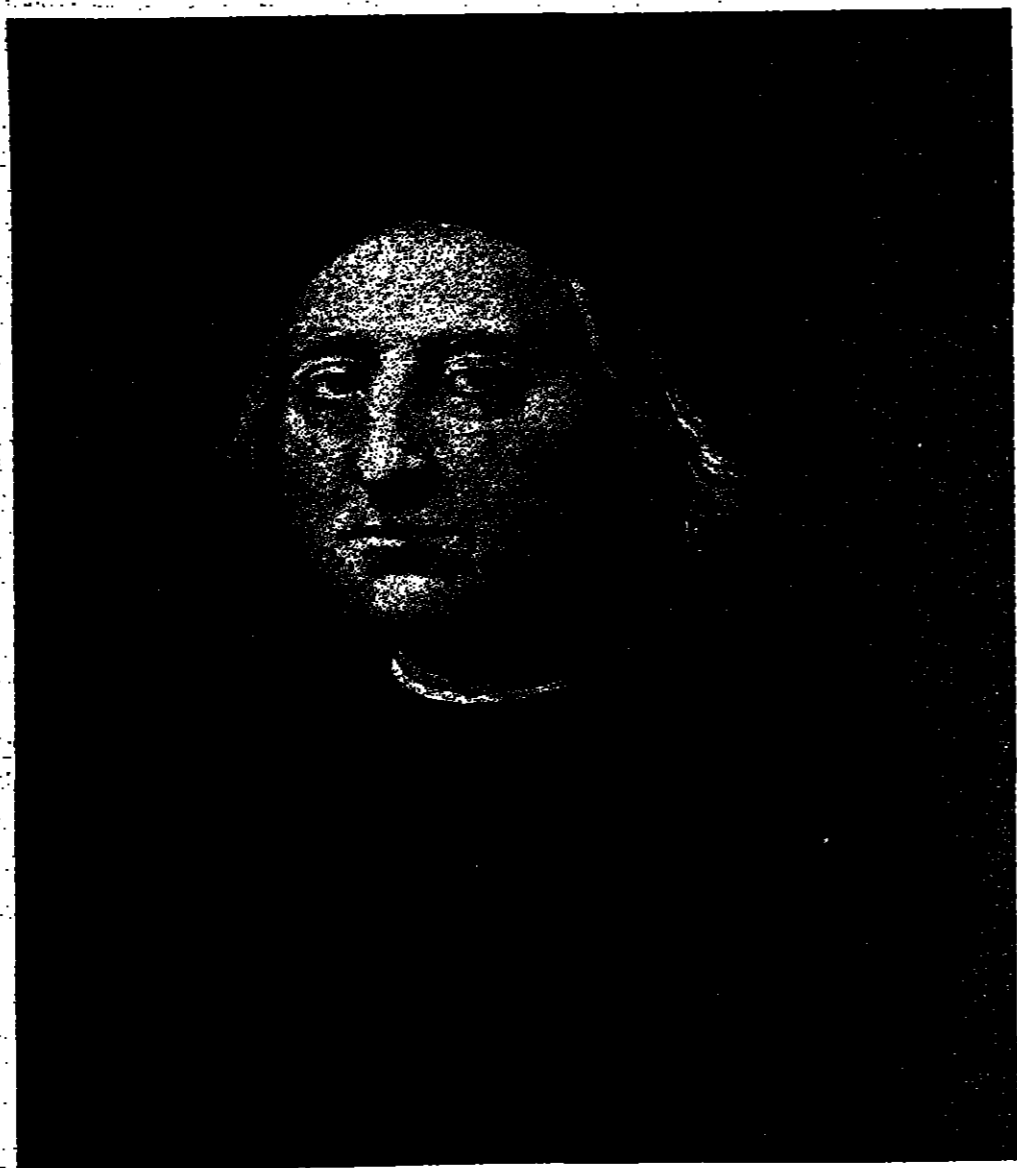
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"CHRISTOPHER COLUMBUS:
SHIPS AND THE SEA"**



Christopher Columbus, a Genoese, discovered the New World in 1492. At the time it represented a profound expansion of human knowledge. Made possible by a combination of iron will-power and thinking years ahead of its time. Five hundred years later, in 1992, to mark the fifth centenary of his triumph, a Specialized International Exhibition is to be mounted. Entitled "Christopher Columbus: Ships and the Sea". And, appropriately enough, it is to be held in Genoa. As the great maritime civilizations meet to celebrate and illustrate the story of seafaring. And to look forward to the future. Exploring the latest ideas, projects and technology. Among the participating countries is Great Britain. A nation so rich in marine tradition and culture could not possibly afford to miss out. The site for the exhibition will be Genoa's Old Harbour. A recreation of the unique structures of the ancient port. Designed by architect Renzo Piano and developed by the Iri Group Company Italimpianti the project will rebuild the "heart" of the town. Bringing Genoa closer to the roots of its ancient civilisation. In addition the whole complex will serve, after the exhibition, as an important multifunction centre for the town. 1992, therefore, is an important date for all the seafaring nations of the world. One they cannot afford to miss. As they meet on the threshold of the next millennium to forge a new bond between man and sea.



**COLUMBUS 1992:
THE PROTAGONISTS OF THE SEA MEET IN GENOA.**

UK NEWS

CHEMICALS

ICI and Exxon announce belt-tightening moves

By Ian Rodger in Tokyo and James Buxton, Scottish Correspondent

Imperial Chemicals Group (ICI), the international group, is to cut about £100m from its planned capital expenditure of £1bn next year.

In a similar belt-tightening exercise, Exxon Chemical is to halt work on building a \$350m ethylene plant at Mossburn in Fife, Scotland, because of higher crude oil prices caused by the Gulf crisis.

The announcements fit the general trend of rapidly declining confidence among UK manufacturers and a reluctance to sanction large investment projects shown in recent surveys by the Confederation of British Industry, the UK's employers' organisation.

The move by ICI, is part of what Sir Denis Henderson, the chemical group's chairman, described yesterday as the start of a two-year "belt tightening" period. The company, Britain's largest manufacturer, has told its business operations to cut running costs during the annual budgetary review, which starts next month.

Sir Denis was speaking in Japan after opening a \$50m plant to make plastic film, which he described as the largest

single investment there to date by a British company.

The cuts in capital expenditure were to give ICI "room for manoeuvre if we see an acquisition that would help us change shape." The £100m would not be made by making emergency cuts and no decisions had yet been made about which projects would be affected. About half ICI's £1bn investment programme is spent in Britain.

The Exxon project is expected to be delayed by about two years. It was due to come on-stream in the first half of 1993, with work on site starting next year.

The postponement is a blow to the economy of Fife where unemployment is 9.5 per cent. The plant would have created 1,500 construction jobs, 70 permanent jobs and 290 spin-off jobs. Exxon Chemical said that it had reviewed the economic outlook and now expected slower growth in chemicals, especially with the possibility of higher crude prices continuing. The chemical industry, it believed, would have spare steam cracking and derivative capacity until the mid-1990s.

"Higher crude prices have deepened the recession and they have led to a dip in demand," Exxon said.

Mr John Holloway, chief executive of Exxon Chemical in the UK, said the project would be kept under constant review "to determine the optimum time for resumption. We are still confident we will go ahead with the project." It would provide new capacity at the lowest cost possible.

Further development efforts will be suspended and personnel reassigned. Engineering design work done so far will be retained for later use.

The project is intended to increase ethylene capacity at Mossburn by 40 per cent to 300,000 tonnes, making it one of the world's largest ethylene plants. Mossburn, opened in 1986, is operated by Exxon in partnership with Shell Chemicals, which would use half of the capacity of the new plant.

The plant would use ethane gas piped from the North Sea. Exxon would transport its output to polyethylene plants at Antwerp, Belgium, and Shell, to Stanlow and Carrington in north-west England.

Truck sales fall 40% as recession hits market

By John Griffiths

UK TRUCK sales in September experienced one of the biggest monthly falls on record, a fall of just under 40 per cent against the same period last year.

The drop marked a further worsening of what is now a year-long recession in the truck market, which is widely regarded as a barometer of activity in the economy.

The downturn, however, is increasingly being felt in other sectors of the commercial vehicle market, indicating that a wide variety of small traders are being hit by high interest rates and falling demand for their services.

Statistics from the Society of Motor Manufacturers and Traders show that sales of medium vans such as the Ford Transit were down last month by more than a third, on a year-on-year basis. Sales of light vans - such as those based on Ford Escorts or Rover Maestros - were down by just under 30 per cent.

Leading truck industry executives say that the 1 per cent point cut in base rates announced by Mr John Major, the Chancellor, earlier this month will not of itself stimulate renewed confidence.

They say it will require further cuts of at least two percentage points to generate significant numbers of new orders.

Unlike cars, more than a third of which are bought by private motorists, vans and trucks are bought mostly for commercial reasons and are replaced only when considered necessary. As such, they provide a valued indicator of commercial and industrial prospects for the UK.

The steepness of the drop in truck sales caught even some of the main industry participants by surprise.

Mr Ian Jones, marketing director of Leyland DAF, the UK heavy truck market leader, nevertheless said that the decline may now have bottomed out. "The market started to fall away in October of last year, so from this month on, the decline should not appear so sharp and there should be a slow recovery".

Invisible exports bring in a tidy profit

By Peter Marsh, Economics Staff

BALLET TOURS, fees for sitting music exams and British orchestras playing abroad are earning Britain up to £20m a year in exports that no one is recording, the British Invisible Exports Council (BIEC) said yesterday.

The council, which represents export-oriented service companies, believes it has uncovered a gap in government statistics on arts activities that could reduce Britain's current account deficit which last year reached £19bn.

Service industries last year had a surplus on overseas trade of £7bn. That helped to offset Britain's deficit in visible trade - mainly manufactured goods - of £24bn.

The legal and accountancy professions, banking and finance and the tourism trade are among the service businesses whose overseas revenues are included in the government's official accounts.

But according to the council, government statisticians have neglected to account for large slices of arts-related activities which earn foreign revenues.

They include overseas concerts by UK orchestras, royalties on plays and TV programmes and sales of paintings to foreigners.

Mr Richard Mason, BIEC's executive director, said yesterday that total foreign earnings from all UK arts-based activities probably added up to about £4m a year.

Of this total, roughly half



Music business: the overseas earnings of UK orchestras could cut the trade deficit.

was accounted for in the accounts as currently constituted - for example under general royalty earnings - and the other half missed altogether.

The council has commissioned the Economists Advi-

sory Group, a consulting company, to check on all relevant artistic endeavours and produce a report by the end of the year.

The report will be sent to the Central Statistical Office, the government body which com-

piles trade statistics. It will form part of the office's internal review of balance of payments data. The office started this in the summer after worries that the UK might be failing to record full details of all imports and exports.

Factory output continues slide

By Rachel Johnson, Economics Staff

THE UK economy is slipping further towards recession according to official figures yesterday showing a drop in Britain's factory output for the third successive month and a marked weakening in the government's finances.

The Central Statistical Office announced that manufacturing output fell by 1 per cent in August, a much bigger decline than the 0.3 per cent expected in the City.

Further evidence of recessionary conditions came with news of one of the biggest monthly falls on record in UK truck sales - down last month by just under 40 per cent compared with a year earlier, and an announcement by ICI that it was to cut capital spending by 10 per cent.

Other official figures showed that weakness in economic

activity had created revenue shortfalls and put pressure on the government to increase its borrowings.

Over the three months to August, manufacturing output was 1 per cent lower than in the previous three months, adding to evidence that the sharp economic slowdown began in earnest at the start of the summer.

The CSO said that the underlying trend for manufacturing output was "flat". Over the three months to August, output was 0.7 per cent higher than in the same three months last year.

This stagnation of growth appeared to justify a cut in interest rates, some analysts said. They expected economic growth to decline in third and fourth quarters - and that the UK would experience a recession according to the American definition of two consecutive quarters of negative growth.

The worst-hit market sectors were minerals, engineering, textiles, clothing and footwear, and mechanical and electrical engineering. The chemicals sector - which invested and produced heavily between 1987 and 1989 - showed a sharp fall of 2.5 per cent in output between the two three-month periods.

The investment goods industries also fell by 2.5 per cent. The August index of industrial production is a provisional 109.0 (1985=100), after a revised 109.6 in July.

Total industrial production, which includes the energy sector, fell by 1 per cent in the three months to August compared with the previous three months.

Power company to move into gas market

By David Thomas, Resources Editor

PLANS FOR a large increase in the use of natural gas in electricity generation were unveiled yesterday by National Power, the largest UK electricity company.

The company is proposing to build two gas-fired power stations at a cost of more than £1bn and to join new gas exploration ventures in the North Sea.

National Power, which is due to be privatised in February, views its plans as part of a strategy to reduce dependence on supplies from British Coal.

It believes that it might account for a tenth of UK gas consumption by the end of the century, with the electricity industry as a whole burning a quarter of all UK gas supplies.

The industry uses almost no gas to produce power at present, but the prospects for its use have been transformed by a relatively new technology using combined cycle gas turbines.

Mr Colin Webster, National Power's commercial director, announcing the new strategy yesterday, said: "Combined cycle gas turbine plants will be the new plants of choice for environmental and economic reasons for the foreseeable future."

The company is to apply for planning permission for two gas-fired plants at existing power station sites at Staythorpe, Nottinghamshire and Didcot, Oxfordshire.

Each will be up to 1,500MW

in size, cost about £500m and will enter service in the second half of 1994.

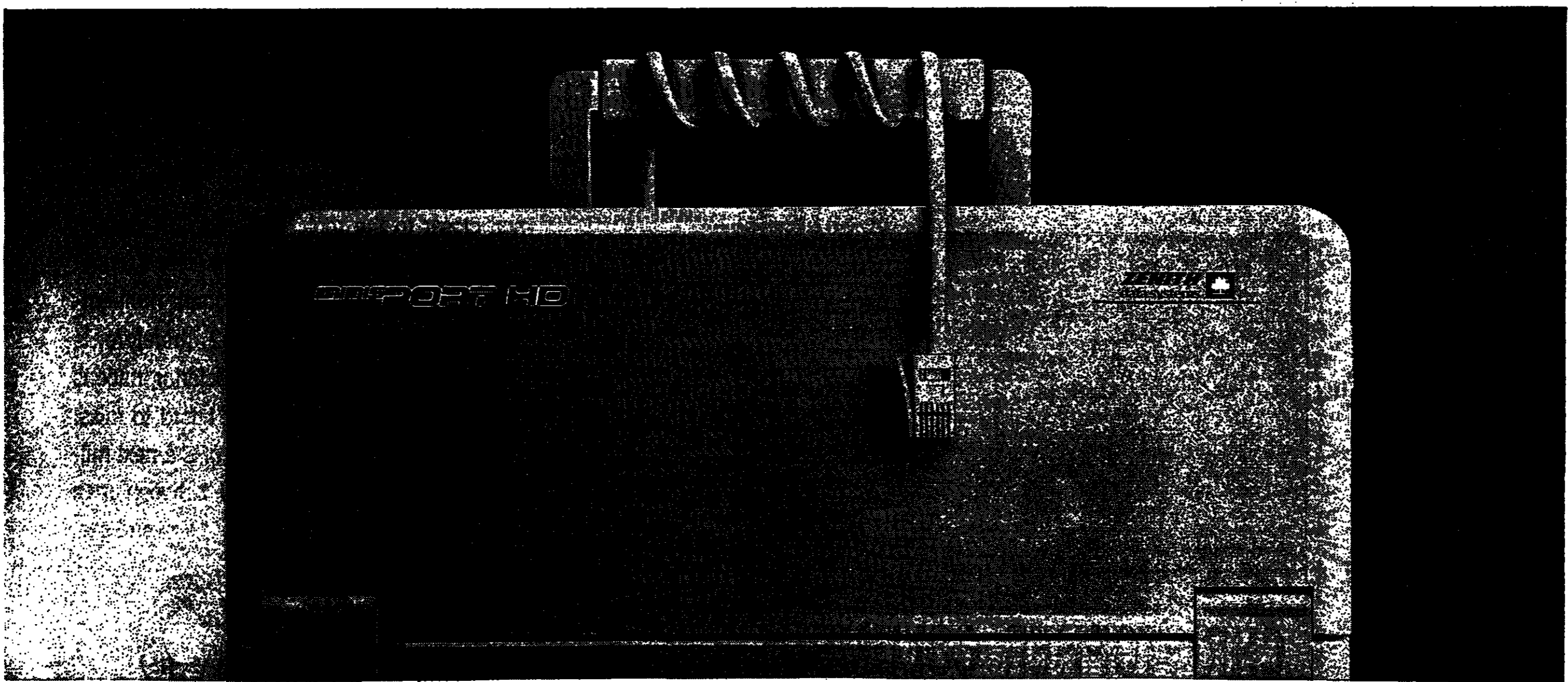
It has also joined as a minority partner three consortia bidding for gas exploration permits in the 12th round of North Sea licence applications.

Mr Webster said participation in gas production - a new venture for the UK electricity industry - would help National Power to gain security over its supplies.

He added that National Power might for the same reason take a stake in foreign coal producing ventures, with the US, Australia, Venezuela, Colombia and Indonesia the most likely targets.

National Power is also planning to add gas-turbines to

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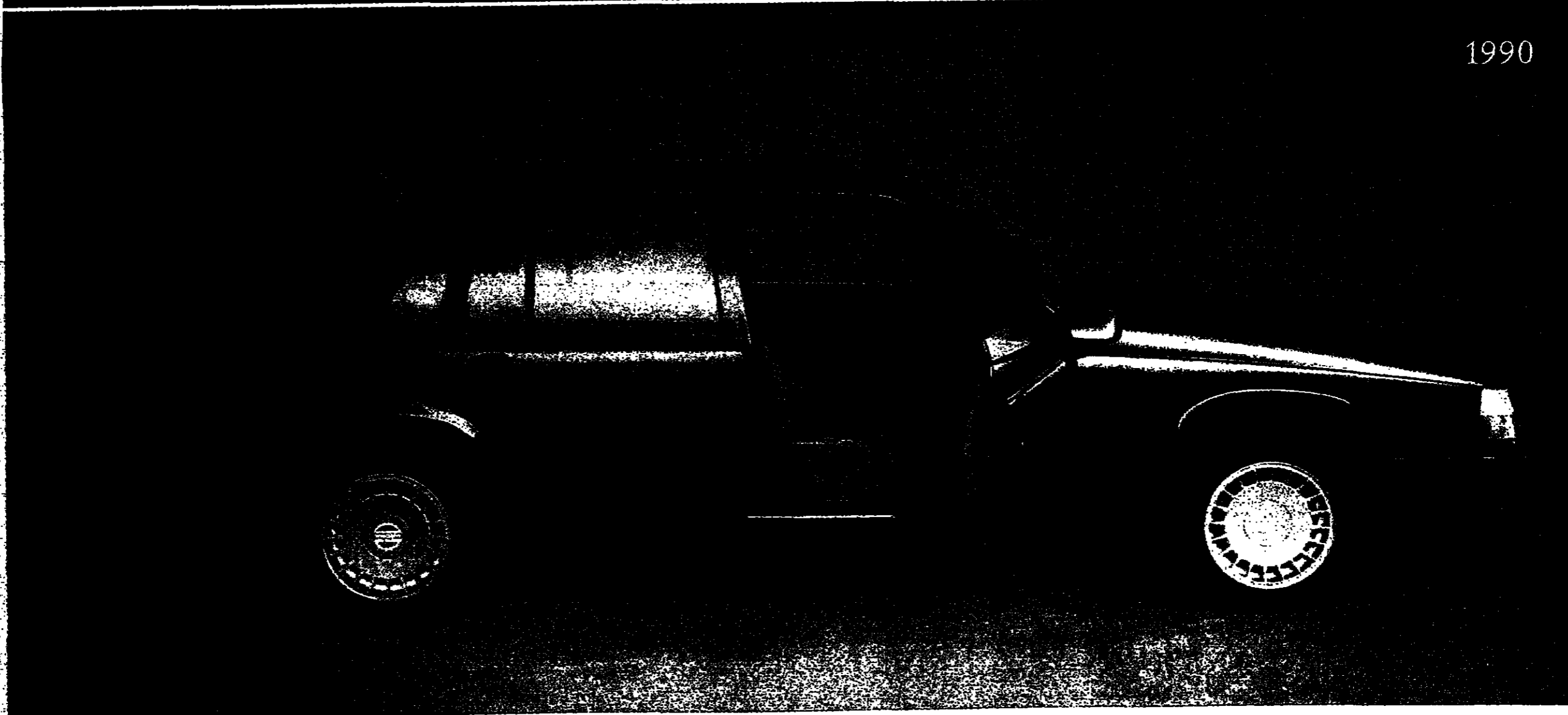
1966



1977



1990



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The car was an open tourer, made of sheet metal, fastened on to a wooden frame.

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From the very start, Volvo made their cars to an exacting standard.

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The new body shape improves not only the look of big Volvos but also their aerodynamic efficiency.

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It is undoubtedly the quietest Volvo ever made, with 11 extra sound damping panels in the rear.

The Volvo 940 GLE has everything you expect to find in a car of this class - ABS, central locking, heated seats, electric sunroof, electric mirrors and windows, but also many things you wouldn't expect.

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UK NEWS

Bank questions likelihood of exchange cartel

By Stephen Fidler, Euromarkets Correspondent

THE Bank of England yesterday expressed doubts that any attempt by banks to form a cartel in the foreign exchange market could succeed and suggested any attempt to establish one would merely drive currency business elsewhere.

The Bank's comments followed the launching of an investigation into an informal agreement among London-based banks over the trading of sterling in the foreign exchange market by the UK's Office of Fair Trading.

The investigation will aim to discover whether an informal accord, covering the spread between buyer and seller rates in foreign exchange trading among banks, is anti-competitive under the Restrictive Trade Practices Act.

The agreement late last month by some of the largest traders in foreign exchange in the London market led them to widen spreads between buyer rates and seller rates for sizeable interbank trades in sterling against the dollar and the D-Mark.

NatWest to use Coutts bank name

By David Lascelles, Banking Editor

NATIONAL Westminster Bank aims to expand its international private banking business using the name of Coutts, its UK private banking arm, as its spearhead.

At the moment, NatWest provides banking services through Coutts in the UK, NatWest International Trust Corporation in Nassau and Handelsbank NatWest in Zurich.

The bank will now create a new Coutts holding company which will own Coutts & Co, and a Swiss holding company for the non-UK private banking operations which will be given new names to identify them more closely with Coutts.

Coutts, one of the most exclusive banking names in the UK, became affiliated with the NatWest group in 1920.

The operation of any cartel, however, would be a legitimate subject of an investigation by the OFT. Bankers yesterday said they did not see the agreement as a cartel since banks were free to set what spreads they liked, and there were no entry qualifications.

The study concludes that the West German dual system, combining practical, on-the-job training in companies with theoretical instruction in vocational schools, is "undoubtedly the most impressive organisation of training young people, and is responsible for producing one of the most flexible and adaptable workforces in the world."

The opposition Labour Party is to create a task force to learn from France's success in encouraging teenagers to go into further education.

Mr Jack Straw, the party's education spokesman, said after meeting Mr Lionel Joseph, French education minister, he was greatly impressed by "the strength of purpose and sheer will" which France showed in raising standards.

Employers demand European training standards

By Fiona Thompson

THE UK should copy France and Germany and lay down clear pathways for the education and training of 16-19 year olds, according to a survey of employers in the Thames Valley west of London.

The French and German systems are clearcut, with qualifications tiered so that success at one level is an automatic key to entry at the next level. The UK "completely lacks any systematic series of pathways", the study says.

The Thames-Chiltern Chamber of Commerce and Industry approached 600 local companies to determine what they wanted from the education system: 57 per cent responded.

To put the UK response in context, partner chambers in Augsburg in Bavaria and Nantes in Pays de la Loire, also participated.

The study concludes that the West German dual system, combining practical, on-the-job training in companies with theoretical instruction in vocational schools, is "undoubtedly the most impressive organisation of training young people, and is responsible for producing one of the most flexible and adaptable workforces in the world."

Mr Arnold Wasserman, vice president of corporate industrial design and human factors at Unisys Corporation, told delegates that increasingly design and design alone differentiates one product from another.

Mr Wasserman argued that this had long been recognised by the Japanese.

He gave the example of Sony, whose president, Mr Norio Ohga, has argued that his company now expects products from different corpora-

Air Europe chairman denies interest in Dan-Air

By Paul Belts, Aerospace Correspondent

MR HARRY Goodman, the chairman of International Leisure Group (ILG), said yesterday he was not interested in acquiring Dan-Air, the UK airline owned by Davies & Newman Holdings, nor selling his own airline, Air Europe.

"If I was offered Dan-Air for a pound, I would not buy it now nor in the future," he said in an interview. He added that after making this public statement, the stock market regulators would not allow him to bid for Davies & Newman Holdings.

Mr Goodman said his group had shown an interest in Dan-Air "some time ago" but had decided well before the Gulf crisis erupted this summer not to pursue a possible bid.

Mr Goodman was seeking to dispel suggestions that he was trying to undermine Dan-Air to damage a competitor and said he was not attempting to drive it down to buy it eventually cheaply.

ILG's decision last week not to go ahead with the leasing of Dan-Air aircraft for some of its



High Flier: Goodman (above) wants to protect Air Europe from industry risks

tour business next summer caused a sharp fall in Davies & Newman shares. But Mr Goodman defended the decision yesterday because he felt Dan-Air could become vulnerable as a result of its fleet of older less fuel efficient aircraft in the current climate of soaring jet fuel prices.

The collapse of Paramount

Airlines last year had cost ILG which had leased aircraft from Paramount about £4.2m, he explained.

The uncertainties surrounding Dan-Air had also prompted ILG to give notice it was withdrawing Air Europe engineering business from Dan-Air unless Davies & Newman could provide financial guarantees to

ensure the safe return of any Air Europe aircraft undergoing engineering work.

Davies & Newman recently announced it was putting its aircraft maintenance and engineering business up for sale.

Although there has also been long running speculation over the future of his airline, Mr Goodman said "Air Europe is

not for sale."

He said the present difficult economic outlook would delay plans to float the company on the stock market.

Boeing, the US aircraft manufacturer, should know by the end of the year whether British Airways will become the first UK customer for its new 777 twin jet aircraft.

Boeing announced on Monday it was going ahead with production of the 300-300 passenger aircraft after US carrier United Airlines ordered 68 of them in a \$11.16bn deal.

The Boeing 777, which will go into service in 1995, is one of three planes BA is considering as a replacement for its TriStars and DC10s.

The other possibilities for BA are the European Airbus A350 and the MD-11 of America's McDonnell Douglas.

The airline said a decision could be expected by the end of the year. The 777 project gives Rolls-Royce, the UK engine manufacturer, the opportunity to seek contracts with Boeing for its new Trent engines.

Design hailed as secret weapon for business success

By Paul Abrahams

DESIGN is the most potentially powerful, most under-utilised resource for strategy business competitiveness, a Financial Times conference on Product Strategies was told yesterday.

Mr Arnold Wasserman, vice president of corporate industrial design and human factors at Unisys Corporation, told delegates that increasingly design and design alone differentiates one product from another.

Mr Wasserman argued that this had long been recognised by the Japanese.

He gave the example of Sony, whose president, Mr Norio Ohga, has argued that his company now expects products from different corpora-

tions to be comparable on price, performance and features. Sony believes design is the only thing that differentiates one product from another.

Mr Wasserman pointed out that one of the shavers sold by Braun in Japan is not only the best-selling shaver on the market, but also the most expensive. The reason Braun is able to do this is a combination of brand image and superior design which adds "knowledge value" said Mr Wasserman.

Mr Bill Moggridge, of Moggridge Associates, said that design now has to be positioned at the centre of the product development process, rather than at the periphery or

FT

CONFERENCE PRODUCT DESIGN STRATEGIES

at the tail end.

Mr Moggridge said that five forces were driving design to centre stage. These are decentralisation, global markets, international competition, more complex products and

systems which require improved and easy to use design, and accelerating development cycles.

Dr Tony Roberts, marketing and sales director for PA Consulting Services, said that winning in the 1990s will be about getting clever with the product. He explained that during the 1980s many UK manufacturing companies learned how to be clever at production and logistics, but had neglected design.

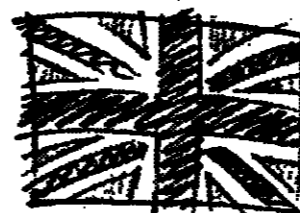
A recent PA survey discovered that only 16 per cent of companies saw their competitive advantage came from applying research and development to their product, com-

pared with 36 per cent who saw it coming from manufacturing processes. This was in contrast with findings in Japan and West Germany where concern over the product was 40 per cent and 30 per cent respectively.

Ms Elaine Kaufman, a business manager at Texas Instruments, explained how her company had set about revamping its educational products using design as a key element in the process.

The company discovered through market research that parents were concerned that their child would not become bored with a product because it was too easy or difficult.

BRITAIN IN BRIEF



North Sea output set to surge

Energy production in the North Sea in the years ahead is set to surpass the record set in 1985, Mr John Wakeham, energy secretary, has said.

Mr Wakeham said that the expected recovery in oil production combined with increased gas production would lead to a new peak in energy output.

A Department of Energy survey of oil company intentions found that spending for North Sea development would rise by £1bn in the next 10 years, reaching £4.7m in 1991 and £4.8m in 1992. The spending plans were drawn up before the Iraq's invasion of Kuwait.

Heroin worth £10m seized

The biggest ever heroin haul in Britain - 60 kilos with a street value of £10m - has been discovered hidden in a lorry at Dover.

Customs and Excise disclosed that the drugs were found on Monday in a truck carrying textiles which had just arrived from Turkey.

A spokeswoman said: "It is the largest single detection of heroin in the UK and is entirely due to the alertness of customs officers at Dover during a routine search of the lorry."

The lorry driver, a Turk, was arrested and is being interviewed by customs officers.

Free to speak about Europe

Chancellor John Major's parliamentary private secretary has resigned so he can air his views on Europe.

Mr Tony Favell, Conservative MP for Stockport, said the parting was "entirely amicable" and had nothing to do with Treasury policies.

"I have the greatest respect for the Chancellor but the time has come when I want to be free to speak from the back benches, particularly on Europe and the future of our country within Europe."

Mr Favell said that as the Chancellor's parliamentary private secretary it was virtually impossible to speak on any subject from the back benches because the Chancellor's remit covered almost everything.

Tebbit under siege at LSE

Protesters laid siege to a meeting at the London School of Economics in which former Conservative Party chairman Mr Norman Tebbit insisted he was right to say some immigrants to Britain would "fail the cricket test."

The protesters gathered outside the building's main entrance before the meeting, in which Mr Tebbit called for South Africa to be readmitted to the international community.

The former Trade and Industry Secretary insisted he stood by his "cricket



match" test which would determine the national loyalties of a non-white citizen by whether he would cheer England in a cricket match.

Mr Tebbit said: "If you want to carry a British passport, if you want to be a British citizen, you have to be the whole of one and not half of one. It's as simple and as clear as that."

Trade gap in food and drink

Britain's food and drink trade gap widened by 28 per cent in the first six months of this year, with imports rising faster than the rate of inflation.

The figures were released by the industry body, Food From Britain, which promotes exports. The 16 per cent increase in imports between January and June was split fairly equally among the seven Target Countries. The greatest was a £149m increase in imports from France.

Mr Roy Edleston, director of FFB's European operations, said that Britain's presence in Europe was "virtually negligible". He blamed the British food industry saying that it "didn't try hard enough" and didn't have "the will to succeed in Europe".

Exports to Germany and Holland were down by £28m, due mainly to less exports in the dairy and cereals sectors. Exports to France went up despite the important meat sector falling by 2 per cent.

Complaints hot line urged

The new Pesticides Commission should operate a "hot line" for readers who

fear they are about to be treated unfairly, exclude complaints from those not directly involved and avoid general investigations of press behaviour.

The proposed structure and workings of the body - very different from the Press Council that it will replace at the beginning of next year - were outlined by Mr Andrew Whitman Smith, editor of The Independent at a seminar on the Calcutt Report into Privacy and the Press.

Humber plan needs finance

A £1.24bn electricity-generating barrage across the River Humber was said to be technically feasible, but plans will be shelved unless more money can be found for further research.

A preliminary study has found no overwhelming technical obstacle to the scheme, which would use the Humber's 6.4-metre tidal range to produce 1.34 terawatt hours of electricity a year - equivalent to 1/4 a per cent of national generating capacity - from 90 turbines set in the barrage.

Costs so far of £75,000 in cash and about £200,000 in kind or management time have been met by nine sponsors, including leading British construction and heavy engineering companies, banking and accountancy interests.

Top Treasury women

The Treasury demonstrated that it is an equal opportunity employer with the announcement of promotions for two of its senior women officials.

Mrs Rachel Lomax has been named as successor to Mr John Odling-Smee as deputy chief economic adviser to the Treasury, while Mrs Rosalind Gilmore, will take over the chair of the Building Societies Commission and become Chief Registrar of Friendly Societies next April. Both women will become "grade two" in the Treasury hierarchy, with annual salaries currently fixed at £58,420 and will be the most senior female officials in the Treasury.

Doubts over pesticides

A national policy should be launched to monitor the use of pesticides in food and drink, according to the British Medical Association.

A BMA report expressed serious doubts about reassurances that pesticides are not harmful to humans. The British Agrochemicals Association, representing industry interests, said the BMA report contained too many factual errors to be acceptable. But the report was welcomed by the Pesticides Trust, a charity concerned with the environmental effects of pesticides.



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We decided, however, to act sooner rather than later.

The Audi 80 2.0E, like every new Audi since September 1989, is equipped with a 3-way catalytic converter as standard.

The cat reduces toxic emissions by up to 95% (25% more than the law will require).

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In fact, owning a new Audi could prove to be something of a windfall.

In Germany, where the effects of pollution are already evident, cars with cats are – not surprisingly – proving to be more desirable than those without.

Something that's being clearly reflected in higher resale values.

Drivers of company cars will also benefit from the Audi 80 2.0E's tax-efficient 2 litre engine.

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Kevlar*, Nomex* and Tyvek*: Three lifesavers from Du Pont.

When Captain Brown and his men go into action, they have to be quick but cautious. Their task is to protect people and the environment, in particular against dangerous toxic substances, contaminated dust and similar hazards. Protective clothing can be a matter of life or death, in this job as well as in many others. For example, in bullet-resistant vests, or flame- or chemical-resistant overalls, KEVLAR and NOMEX III fibres and TYVEK spunbonded olefin play a vital role. **Tyvek also guards against invisible hazards.**

Protective clothing of TYVEK is used wherever people come into contact with toxic substances or aggressive chemicals. TYVEK is a non-woven fabric that acts as a barrier. Not even minute pollutant particles or bacteria measuring no more than half a thousandth of a millimetre can penetrate this highly dense material. Garments made from TYVEK not only keep out asbestos dust and other dangerous particles, but also provide effective protection against chemicals during crop spraying. In cleanrooms, protective clothing of TYVEK prevents particles given off by the skin from contaminating work areas, where even the smallest amount of dust would be a problem in micro-chip production, for instance.



Cleanroom protective clothing made from TYVEK (Photo: Hoffmann-La Roche Inc.)

Very light and exceptionally tear-resistant.

TYVEK is a spunbonded olefin material produced by a unique process from millions of ultra-fine polyethylene fibres. The result is a lightweight material that combines the finest properties of film, fabric and paper. It is waterproof, has high tensile strength, is tear-resistant and unaffected by a large number of chemicals. No other material is so impenetrable, so strong, so light, yet breathable.



Coated versions of TYVEK are available to suit requirements in terms of barrier performance for specific toxic chemicals. Contact Du Pont for details from our permeation guide data book.

Nomex III - The fibre for fire-risk applications.

Whenever fire and heat are involved, time is of the essence. A protective garment of NOMEX III can provide protection against fire for a critical period. NOMEX III is a blend of NOMEX meta-



Fireproof protective overalls made from NOMEX III.

aramid and KEVLAR para-aramid. The inclusion of KEVLAR prevents the material from breaking open when exposed to flame, and thus the skin is protected longer from the effects of heat. This invaluable feature makes NOMEX III superior to other heat- and flame-resistant materials. NOMEX III has another major advantage: its flame resistance is retained permanently, unaffected by either frequent washing or wear. And since the material made from this fibre is as much as 40% lighter than flameproof cotton for the same protective performance, garments made with NOMEX III are also more comfortable to wear.

To check the degree of protection afforded as accurately as possible, a special test manikin was developed by Du Pont. Known as the "Thermo-Man", it is 1.85 metres tall and has 122 sensors distributed over its entire surface to register temperature, quantifying pain thresholds and the critical point when burns first occur.

Public authorities and organisations are relying increasingly on clothing made from NOMEX III. In the U.K. the majority of professional firemen are equipped with NOMEX III. So are an increasing number in Germany. In Italy, all 25,000 members of the national fire service are equipped with protective garments made from NOMEX III. And many military aircraft pilots and car racing drivers wear overalls made from NOMEX III.

Kevlar - A milestone in fibre technology.

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A policeman's protective vest made with KEVLAR.

Du Pont has now developed its second generation KEVLAR, the "Hx" Series, with properties even more outstanding. KEVLAR is used, for instance, to make bullet- and fragment-resistant vests for police and armed forces, and cut-resistant jackets for fencers as well as industrial workers.

Innovative technology means progress.

KEVLAR, NOMEX and TYVEK are produced by the Engineering Fiber Systems division of Du Pont, which also developed TEFLON*, TYPAR*, CORDURA* and high-strength Nylon. From house and home to air and space, these products have opened up new perspectives in countless areas. Du Pont is one of the world's leading research-oriented companies, with 39 production plants and laboratories in Europe alone.

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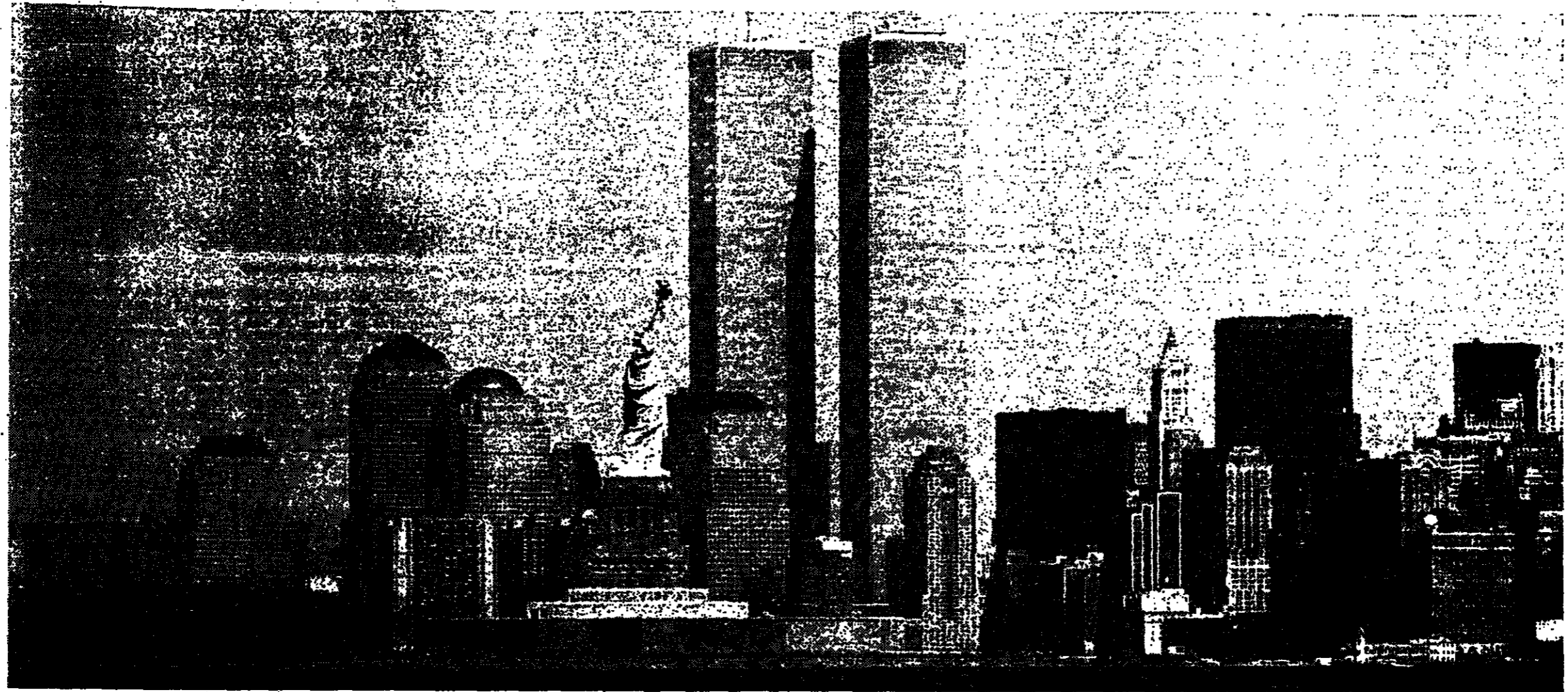
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FINANCIAL TIMES SURVEY

NORTH AMERICAN BUSINESS TRAVEL

Wednesday October 17 1990



Statue of Liberty with the World Trade Centre in the background. A business trip to the land of opportunity will be more fruitful if you know where to stay, what to pay and when to entertain

The prospect of your first business trip to North America can seem daunting - even later journeys may be anxious. Roderick Oram introduces this guide to travel, hotels, car hire and business centres, which aims to give you the confidence of a seasoned visitor

Directions for your journey

WITH EASTERN Europe and the Soviet Union lurching heading into drastic economic reforms, many foreign businessmen are falling over themselves to be first into those markets. Entranced by poten-

tially huge long-term prospects, they consider it the main game in the world.

It may be that foreign investment and purchases of imported goods will pay out as impressively as hoped. More likely, though, the eastern bloc will develop, like other hot markets before it, into a source of some good business laced heavily with setbacks and frustrations.

Through all such vicissitudes of global trade, one mammoth market - North America - will continue to cruise along. Yes, a looming recession is dampening demand; but it will be some years yet before a unified European market, the most promising contender, matches North America's sheer wealth and accessibility.

The top six business destinations are New York, attracting 31 per cent of all foreign business travellers, Los Angeles (19 per cent), San Francisco (14 per cent), Chicago (11 per cent), Miami (10 per cent) and Boston (7 per cent). From these gateway cities, though, the travellers spread throughout the land.

Not only is business travel convenient, it is also cheap

Whether lining up appointments or making travel arrangements, there is a wealth of information sources, ranging from local chambers of commerce, industry associations, foreign offices of state development agencies and US commercial attaches abroad to countless business and import agents. No other economy in the world is so well researched and documented.

European airlines are taking a much more active role through, for example, the new Galileo system.

Competent travel agents abroad can tap into their computer terminals to scan the availability and prices of flights, hotels and rental cars from competing suppliers in the US and then book the best deal.

In fact, 63 per cent of business visitors to the US booked their trips through their local travel agents and 21 per cent through their employers' in-house travel arranger. The rest contacted airlines, hotels and car rental companies direct.

Even better is to use a travel agent with a US presence. In the past, this meant large global chains such as Thomas Cook and American Express. But increasingly, leading national chains such as Hogg Robinson in the UK and Hapag-Lloyd in Germany are forging links with big travel agencies in the US.

Other major US and Canadian cities are better value: Washington - \$216 (£109.60), 15th in Runzheimer's world rankings; Chicago - \$192 (£97.40), 25th; Boston - \$186 (£94.40), 30th; Los Angeles - \$183 (£92.80), 31st; San Francisco - \$172 (£87.30), 34th; Philadelphia - \$162 (£82.30), 37th; Montreal - \$156 (£78), 42nd; Dallas - \$155 (£77.50), 44th; Toronto - \$130 (£65.50), 45th; Seattle - \$126 (£63.50), 46th; and Miami - \$115 (£58.50), 50th.

Away from the major metropolitan areas, prices fall even further while room and food standards generally hold up well. A day in San Antonio, Texas, can cost \$99 (£50.30) for example, or in Columbia, South Carolina, \$90 (\$45.50). A four-course dinner at the Holiday Inn at Sweetwater, Texas, costs \$9.95 (£5.05) of which \$2 (£1) is for a bottle of beer.

It is unlikely that business will take you to a town quite as small or remote as Sweetwater, unless you are buying skins or meat at its annual Rattlesnake Roundup. But you could find yourself in one of scores of bigger cities, given the decentralised nature of the US economy. One of the great delights of such trips is the opportunity to experience a more relaxed, hospitable Amer-

IN THIS SURVEY

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Taxicab drivers expect at least 10-15 per cent tips

ica than is usually found in the big cities. Regional differences can be marked and are well worth savouring, whether you meet good old boys in the deep south, peppery New Englanders or laidback Californians.

No other economy in the world is so well researched and documented

For almost 400 years, foreigners have been coming to North America to make money. The draw today is as strong as ever and the rewards are great for those who can beat the competition on price and quality or have a bright idea for a business.

An impressive example in recent years has been Ikea, the Swedish furniture company. At first glance it would seem the last thing the US needed was yet another chain of furniture stores. But Ikea decided it could crack the market with simple but attractive designs and low prices.

It began modestly, learning the ropes in smaller markets before breaking this year into metropolitan New York. The flood of people heading for its giant store can cause traffic jams on the New Jersey Turnpike.

According to Ikea's jokey radio advertisements, "it's a big country out there; someone had to furnish it." Whether foreign businesses' ambitions are big or small, North America beckons.



The deluxe JW Hotel by Marriott, Century City, Los Angeles

HOTELS: what to expect, by Karen Zagor

Clean, helpful and willing to haggle

The company which owns the Hampton Inn group also runs the Embassy Suites hotels at the higher end of the market. Embassy Suites are aimed specifically at business travellers, with comfortable bedrooms and separate living rooms where you can entertain.

Among the cheaper chains, the only names to avoid are the Scottish Inns and Red Carpet Inns, which left about 25 per cent of Consumer Reports' readers dissatisfied.

Consumer Reports categories except swimming pool size. Accommodation at most Four Seasons comes at a premium, but if money is no object it is certainly worth the extra expense.

There are all sorts of hazards inherent in making advance reservations at hotels - a common complaint is arriving at a hotel only to find it has no trace of the reservation on its computer system. Travellers confirming their reservations through the centralised booking system of the bigger chains should note that if they made the reservation directly through the hotel, it may not show up on the corporate computer.

The reason is simple - many hotels in North America are franchises which do not log individual reservations with the parent company.

Among the luxury chains, Consumer Reports found that Westin and Omni had the highest rate of problems with reservations.

A number of luxury hotels offer executive floors where, for slightly more money, travellers can enjoy the advantages of separate check in, more personal concierge attention and a host of perks. Security tends to be better on the executive floors, making them particularly attractive to women travellers.

In a nation known for its health fanaticism, there is nothing unusual in finding a health club, or at least a weight room and swimming pool, appended to a hotel so that one's exercise regime need not be interrupted by travel.

Price gouging by hotels when it comes to the phone bill is an international problem, and North America is no exception. Some hotels have local "access" charges of more than \$1 for local, credit card and toll-free calls dialled from the room.

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MANAGEMENT

Design and development

Total consistency in all aspects of a product

Christopher Lorenz reports on what the Japanese mean when they talk of all-round 'integrity'

Many European and American manufacturers are unaware of it, but they are deluding themselves.

In a desperate attempt to slash the time-scale and cost of new product development, they have introduced a raft of new management processes. Two of the most popular are cross-functional project teams spanning previously rigid departmental boundaries, and 'simultaneous engineering', in which previously sequential phases in the design and development process are run increasingly in parallel.

But in many cases these new approaches are being managed far less effectively than western companies themselves realise - sometimes to a dangerous extent.

For one thing, there is inadequate communication between the different functional specialists whose work now overlaps. For another, too few of the project co-ordinators are sufficiently heavyweight, with strong official and informal influence over not just engineering, but also over production, marketing and sales - from the initial product concept right through into every detail of the product and its manufacture.

This is one of the main implications of what is possibly the most thorough research study yet carried out into the management of product design and development in Japan, Europe and the US.

The five-year study, by a team from the Harvard Business School under Professor Kim Clark, looks only at the car industry, examining project management by every major motor manufacturer (20 in all) in the late 1980s. But the European and US car-makers' growing use of teams and simultaneous engineering during that period has acted as a powerful model for companies in other sectors.

So the implication of the study, reinforced by widespread evidence of weak pro-

ject teams in a broad range of organisations, is that other western companies are falling into similar traps to those which have ensnared most European and American car-makers.

The Harvard research underlines how much more productive and speedy the best Japanese motor manufacturers are at product development than their European and US competitors.

The most significant difference, according to Harvard's research, is that car development projects in Japan are, on average, almost twice as efficient as western ones, requiring only 1.7m engineering hours per project versus around 3m in the US and Europe. Japanese development lead times from concept to market averaged just under four years during the study period, compared with around five in the US and Europe.

The Japanese figure not only represents an average over a period of years - it has since fallen further - but also hides considerable differences between the fastest (presumably including Honda and Toyota, though the report does not say) and the slowest.

A first-rate of the Harvard results, which will be published later this year in book form, was given on Monday to a conference in London on Product Strategies for the 1990s, organised by the Financial Times in collaboration with the UK Design Council and the Boston-based Design Management Institute.

The growing importance of shorter lead times, higher development efficiency and what he called greater all-round 'product integrity' - all at the same time - was underlined by Professor Takahiro Fujimoto of the University of Tokyo, Clark's chief assistant on the Harvard project.

As consumer tastes have become more fragmented into niches, customers have also come to expect every aspect of a car to be 'integral', said Fujimoto; excellence in some

aspects, or novel technology does not impress users any more. They now want total consistency in every aspect of the product's function, appearance, feel and so on, he said.

When consumers become as sensitive as this to a product's subtle nuances, the organisations which develop those products have to be able to cope with the consequences, Fujimoto continued. For that to happen, every detailed aspect of the development organisation itself has to be integral.

For their research, Clark and Fujimoto developed complicated indicators of the organisational muscle of project co-ordinators ('internal integrators'), and also of the muscle of what they call 'external integrators' - employees who keep in direct touch with marketplace trends, and who integrate those factors into the detailed design of the product.

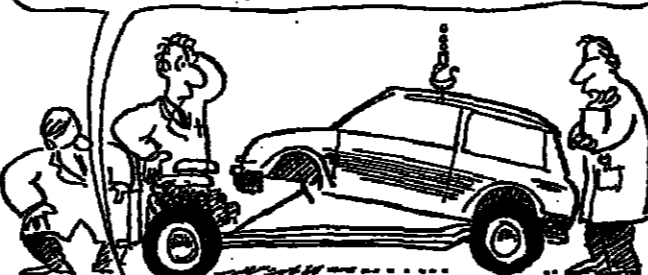
The research showed that, the stronger the internal integrator, the faster and more efficient the project tended to be. Similarly, the stronger the external integrator, the higher the 'product integrity' (and also the product quality).

The study also found, among volume car producers, that the development organisations which achieved the best lead times, productivity and 'product integrity' tended to be those which combined powerful internal and external integration into the hands of one person. Christening such individuals 'heavyweight product managers', Fujimoto forecast that in the 1990s they could also come to be vital players in the development process for more up-market cars.

One of the unusual distinguishing features of such product managers compared with conventional project co-ordinators, said Fujimoto, was that they have direct contact with actual and potential customers.

As well as influencing, and learning from, market research surveys carried out by market-

ME? I THOUGHT YOU WERE SUPPOSED TO BE PROJECT CO-ORDINATOR



ing specialists, heavyweight product managers and their staff conduct their own first-hand research. 'Product managers need market imagination - the ability to forecast future customer expectations based on ambiguous and equivocal clues in the present market,' Fujimoto said.

Though most of the heavyweight product managers whom he and Clark found in the best performing Japanese companies were engineers by training, Fujimoto said that they tended to operate in a very similar fashion to industrial designers in terms of behaviour patterns and breadth of skills.

Other recent international studies on product development have suggested that, in companies such as Sony and Sharp, industrial designers themselves sometimes serve as powerful product integrators. But Fujimoto said that such cases were heavily concentrated in applications of consumer electronics where the prime competitive factor was not innovative technology, but the 'interface' between product and user.

Clark and Fujimoto's analysis of what makes most Japanese car development so effective also compares the degree of specialisation of engineers in Japan and the West. The broader the task assigned to each engineer, they found, the faster and more efficient the projects tend to be.

Fujimoto said that many development organisations (mostly Western) seemed to be

suffering from what he called 'the over-specialisation syndrome', while others (mainly Japanese) appeared to benefit from lower levels of specialisation without losing technological expertise.

An even starker difference was in the contribution of suppliers to product development. Japanese car companies tended to minimise the size, complexity and timescale of their own development projects by getting parts suppliers to do a significant part of the engineering. In Japan, the estimated average suppliers' contribution to each project, at almost 40 per cent, was almost twice as high as in Europe and virtually four times that of the US level.

Finally, Fujimoto reported that, in Japanese projects, the 'upstream' stages of product development (such as product engineering) and the 'downstream' ones (eg process engineering) tended to overlap more thoroughly than in European and US projects. Japanese practice showed that overlapping could shorten lead times effectively only when it is combined with intensive communications between upstream and downstream, he reported.

Effective overlapping, said Fujimoto, also required everyone to be able to cope with incomplete information, to be flexible, to share objectives, and to trust each other. If such conditions could not be met, he warned, the overlapping of phases was likely 'to result in confusion, conflict, and a deterioration in the effectiveness of product development'.

Apple Computer

The fruits of flexibility

The US company is pinning its hopes on getting more products to international markets faster. Louise Kehoe reports

Apple Computer this week staged the most elaborate product launch in the company's 13-year history - a multi-million dollar worldwide series of events that included television broadcasts to 121 countries.

As the brohaha diminishes, however, Apple faces a crucial test. If the company's strategic move to increase market share by lowering prices is to pay off, then Apple must greatly increase its sales volume.

Apple is pouring \$45m into an advertising and promotion campaign to attract buyers. The bigger challenges for the company, however, lie in production. So far the past year, it has been fine-tuning its purchasing, manufacturing and distribution systems in preparation for this week's events.

'We are undergoing a major transformation of our business in a single quarter,' says Fred Forsyth, vice president of worldwide manufacturing. Apple must become a 'global, high volume, highly flexible manufacturer,' he says.

The new Macintosh models are already being churned out by Apple's three factories - in Fremont, California, in Singapore and in Cork in the Republic of Ireland. Each plant produces two of the three models and has the capacity to increase its share of the production load on a short-term basis.

Flexibility is vital because patterns of demand are difficult to predict. Apple has attempted to gauge demand by running special price promotions in selected markets, but there are many unknowns. Fears of a US economic recession may, for example, slow sales. Escalation of the Gulf crisis might bring the personal computer market to a halt.

Yet in order to take full advantage of the prime personal computer selling season, between now and Christmas, Apple must be ready to respond quickly if it finds itself with a run-away success on its hands.

'It is like being on a race track. We have to go all out,' says Forsyth. The company must be 'responsive to the curves in the track'. Apple is not ignoring the business envi-

ronment, but it is 'not paranoid about it', says Forsyth.

To provide a cushion for error, Apple has hired subcontractors and temporary employees. 'We have 50 per cent flexibility,' Forsyth explains. If demand for the new products is 50 per cent below the company's projections, then production can be cut without worker layoffs.

Similarly, Apple has contingency plans to gear up production by about 30 per cent should its expectations for the new products prove conservative.

From the moment that the first new Macintosh is delivered to a customer, however, Apple will begin to gather data that will determine its production schedules for the new models. At regularly scheduled weekly, monthly and quarterly meetings with regional and national marketing groups, many held via video-conferences, Apple executives review demand and supply issues.

Integration

Since the arrival of Michael Spindler as chief operating officer in February, the integration of the forecasting process with manufacturing has been working much better at Apple, says Forsyth, who joined Apple 18 months ago from Digital Equipment.

An important aspect of Apple's efforts to improve the responsiveness of its manufacturing has been to work more closely with suppliers. Ninety per cent of the cost of the Macintosh personal computer is in purchased components.

'The aim is to achieve 'virtual integration', which means having all of the virtues of a vertically integrated manufacturer without all of the baggage - the capital investment required to develop and build our own components,' says Forsyth.

Apple aims to become more closely coupled with its suppliers and has set up a rigorous global supplier certification programme that covers not only component quality and pricing but also the ability to respond to Apple's needs at its three far-flung plants with

technical support and swift deliveries.

Speed is essential if Apple is to meet its new goals. The company anticipates shorter product life cycles and aims to introduce new products more frequently. 'Some will be better than others,' Forsyth acknowledges.

In the past, Apple lost market momentum by constantly reworking its product designs and delaying introduction. The best example of this, perhaps, is the Macintosh Portable, introduced a year ago after three years in gestation. By the time it reached the market it was uncompetitive.

'The ability to launch new products quickly, with simultaneous world-wide introduction of localised versions - that is the goal,' says Forsyth.

In the past, Apple introduced products in the US while announcing shipping dates of several weeks or months later in other parts of the world.

With this week's product introduction Apple has made some headway. 'Almost all' European countries have localised versions of the new Macintosh this week. Japan and other Asian countries will have their own language versions within a few weeks.

Like other leading electronics manufacturers, Apple aspires to the goal of 'customer-driven manufacturing' - the ability to respond flexibly and quickly to customer demands. The task is made infinitely more complex by the increasing number of 'options' offered on products. Apple currently builds no less than 1,200 different configurations of its products.

At its factory in Cork, Apple configures generic versions of its products for European markets. Currently, incoming orders take three days to ship. By the end of the year, it will be just two days, Forsyth predicts confidently.

Ultimately, Apple sees customer-driven manufacturing providing it with a long-term competitive advantage. The company's new 'mission statement' is that Apple should 'never fail to deliver high-quality, cost-effective personal computers when our customers want them'.

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BUSINESS AND THE ENVIRONMENT

The last insults are being polished, the final arguments glossily videotaped, as a deeply divided California prepares to vote on the world's most sweeping environmental initiative - a package of reforms which could have economic repercussions far beyond the state.

On November 6, the same day they elect a new Governor, Californians will decide the fate of Proposition 128, more generally known as "Big Green".

The initiative, promoted by an alliance of environmental groups and liberal politicians, aided by a generous sprinkling of Hollywood stars, is an extraordinarily broad assault on environmental pollution.

It would attack agro-chemical risks in food by banning those pesticides "known to cause cancer or reproductive harm"; it would combat the greenhouse effect by mandating a 20 per cent reduction in Californian carbon dioxide emissions by the year 2000, with a 40 per cent reduction by 2010; it would speed up the internationally agreed phase out of chlorofluorocarbons and other damaging chemicals; it would ban offshore drilling for oil in state waters, save the ancient redwood forests and require that a new tree be planted for every 500 square feet of commercial or residential development.

The impact on the Californian economy would be dramatic. As a study from the Bank of America points out: "Nearly every aspect of the way we live will be affected, including the food we eat and the way we get from place to place."

There would be a wider knock-on effect as well. California has long been on the cutting edge of the environmental debate and passage of Big Green might spur other US states, and eventually other countries, in a similar direction.

But a "yes" vote is far from certain, for the initiative is being opposed by a powerful combination of business and political interests which argue that Big Green might spur other US states, and eventually other countries, in a similar direction. But a "yes" vote is far from certain, for the initiative is being opposed by a powerful combination of business and political interests which argue that Big Green might spur other US states, and eventually other countries, in a similar direction.

When the debate gets beyond personalities and raw appeals to emotion, the central issue is the thorny old problem of weighing up the relative economic costs of the initiative against benefits which, by their nature, are much harder to quantify.

Martin Dickson watches as Californians prepare to vote on an environmental initiative which will change their lives

Big Green's chances of a clean campaign



However, in this case, even the economic costs are impossible to gauge with any accuracy. This is in part because of the sweeping and very general nature of some of the measures. But there are many other unknowns, including the precise definition of some clauses, the attitude of the state in implementing the measure, the role of the courts in ruling on the inevitable challenges, and the extent to which 128 complements or conflicts with environmental policy in other states and countries. There is also a question mark over the degree to which technological change might alleviate the burden.

So economists - be they for Big Green, against or neutral - have come up with costs which are billions of dollars apart. Whatever the precise sum, most of the studies show that Californians will have to pay a high price for their cleaner environment. "Economic growth will be slower, the cost of living will be higher, and some major industries may become less competitive," says the restrained Bank of America report.

The most costly measures would be those controlling carbon dioxide emissions, which set extremely ambitious targets and a very short-time scale in which to achieve them. This would have a profound impact on the transport and power generation industries, which together account for roughly

two thirds of the state's CO2 output.

Many economists say the price of petrol would have to rise sharply to discourage motorists from using the roads - not an easy task in a state where people drive everywhere and public transport is minimal. At the same time, choice of cars could be restricted to models with very high fuel efficiency. Power station costs - and therefore fuel bills - might also leap upwards as utilities encouraged energy saving and invested in alternative sources of power. Ironically, this hunt could include nuclear energy - which is anathema to most environmental groups.

However, backers of Big Green suggest that there is still great untapped potential for energy saving in California. This, coupled with technical advances in automobile fuel efficiency, make the targets attainable.

Yet the wider question is whether the benefits of cleaner local air outweigh costs which will make the state or less competitive in many industries than rivals. Furthermore, while California's war on the greenhouse effect would give the world a strong moral lead, it would have only a minimal impact on global warming, with a 20 per cent CO2 cut estimated to reduce world output by less than half a percentage point.

Particularly fierce debate over 128 has raged around the agriculture

industry, which would be affected severely. The sector has long been one of California's great success stories - it is the most productive farming state in the US, growing a remarkably wide range of 250 crops.

However, the industry's use of chemicals has provoked increasing concern among consumers and state regulation has been progressively tightened. Big Green would go a great deal further by banning from the start of 1996 pesticides with an "active ingredient" - in other words, the ingredient that kills insects - which are "known to cause cancer or reproductive harm". It also sets up a \$20m fund for research into alternative farming techniques to replace banned pesticides. Supporters of the measure say farmers need to be weaned off pesticides and this will force the pace of technological change.

About 20 pesticides would be directly affected, but opponents of Big Green argue that many more chemicals - up to 50 or 75 per cent of those used by farmers - could be involved. These, they argue, could fall under a provision of Big Green banning cancer-causing "inert" ingredients - the chemicals used to carry active ones - in just two years' time, and under clauses defining active ingredients in a particular way.

Like farmers elsewhere, Californians use chemicals intensively

because they mean cheaper production costs - in the post-war period chemical prices in the state have doubled, while labour costs have risen fivefold - higher yields and a more consistent, attractive-looking product with a longer shelf life.

The industry recognises that it needs to reduce this dependence. This is partly because of consumer worries over the effects on the environment and on food safety, partly because of concern over the health of farm workers and partly to reduce costs.

The farmers' central complaint against Big Green is that it goes too far too fast. On food safety, in particular, the industry argues that the initiative plays on human fears and ignores a basic principle of toxicology - that the risk from exposure to a substance depends on the dose and not simply the presence of the substance. They point to a list of scientific studies suggesting that the practical risk of getting cancer from pesticides is extremely small.

Further, they say, will greatly increase costs, lower yields, and place the Californian farmer at a grave competitive disadvantage to rival US states and foreign countries - such as Mexico and Chile - which have far more liberal regulations.

Furthermore, elimination of some fungicides could actually raise cancer risks, promoting the growth of naturally occurring carcinogens, while the banning of other pesticides would force farmers to use alternatives far more intensely.

The critics also argue that, paradoxically, the chemicals targeted by Big Green could severely disrupt the main alternative to heavy pesticide use. This is called integrated pest management and combines careful use of chemicals with predator insects which kill off other bugs.

To counter Big Green, the farm lobby has come up with its own initiative, dubbed Big Brown, which takes a more gradualist approach to pesticide removal. If both propositions get more than 50 per cent of votes, the more popular of the two takes precedence.

Pity the poor Californian voter who tries to make sense of these and some 18 other propositions on next month's ballot. The background pamphlet issued to electors runs to over 140 pages, most of it dense legalese.

This is prompting more and more Californians to ask whether the referendum - introduced in the state in 1910, but only important in the past 15 years - is a sensible way to make policy or whether it undermines representative democracy, with its lengthy expert debating of issues and hard-on compromises.

By contrast, proponents and opponents of Big Green are engaged in a last-minute battle to woo the floating voter who could make or break the proposal. The line of an immensely complicated issue, of profound economic weight, may come down to the popular appeal of a glamorous actress in a 30-second video clip.

Calls for a global raid on pollution

By David Thomas

Business will face increasingly tough environmental demands in the UK no matter which party wins the next general election. That much is clear from the publication on Monday of the Labour Party's proposals for the environment.

All the main political parties in the UK are now committed to tightening the environmental screw on business. The government's White Paper, published last month, set out a host of ways in which companies could improve their environmental performance.

Among the steps demanded of senior managers by the White Paper were a review of "all aspects of the business that may affect the environment, including production, distribution, services and public relations (including the possibility of corporate sponsorship of environmental groups)".

The White Paper is dotted with hints that government action might be necessary if business does not react of its own volition by, for example, boosting the quantity of waste products that are recycled. For its part, the Labour Party has by common consent produced more stringent environmental proposals than the government's, though whether this stringency is justified will remain a matter of fierce controversy.

Meanwhile, the Liberal Democrats have positioned themselves as greener than either the Conservative or Labour parties, thus ensuring that environmental issues will feature strongly whatever the balance of political forces after the next election.

Many of the most important pollution problems are global, demanding a worldwide response. Quicker deadlines for phasing out ozone-depleting chlorofluorocarbons (CFCs) agreed in June are one example. Another is the mounting international pressure to curb emissions of

greenhouse gases, notably carbon dioxide.

Even at a regional level, more ecological initiatives are formulated on a cross-border basis. International programmes to clean up polluted seas or rivers, for instance, are becoming commonplace. The European Commission has made its environmental mark with proposals ranging from legislation for less polluting car engines through to stricter controls on waste disposal.

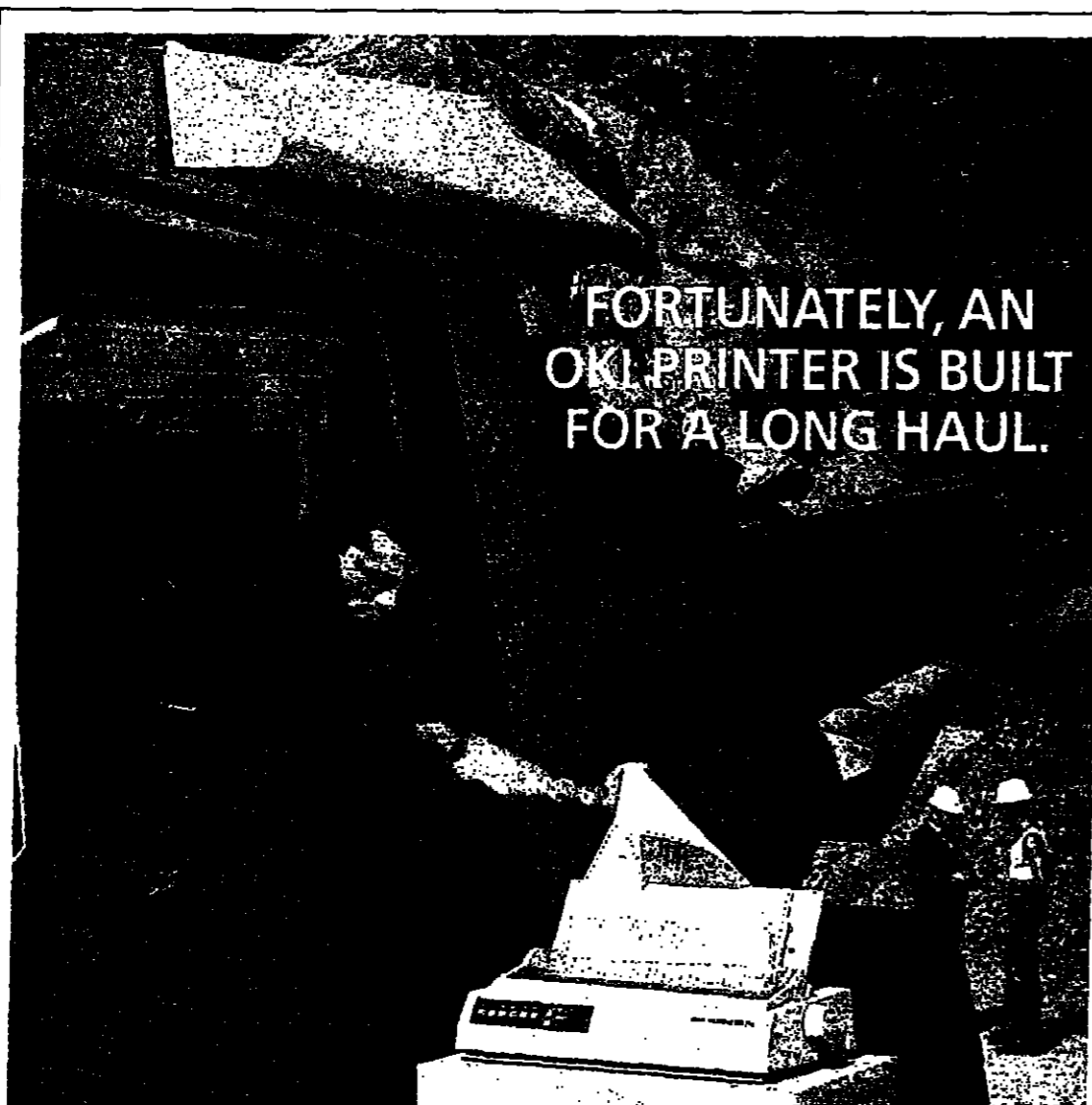
These developments translate themselves into costs and opportunities for business. Costs: because in reacting to tougher CFC timetables, for example, a host of industries from refrigeration makers through to semiconductor manufacturers will have to adapt their production processes. Opportunities: because the chemical company which is first to make the next generation of post-CFC compounds could find itself with a huge competitive advantage.

The costs and opportunities of a greener environment are converging for companies throughout the world. Ecological disasters on the scale confronting most East European countries have prompted responses from companies located in Europe, North America or Japan.

Moreover, governmental action is not always the most powerful force shaping companies' environmental strategies. The awakening ecological consciousness of employees and consumers, together with growing concern among investing institutions and insurance companies about environmental risk, are often more important factors.

The new weekly FT page on business and the environment will address these issues. The focus will be on how specific companies throughout the world are responding to the new environmental pressures. The intention is to alert business people to the new environmental agenda as and when it develops.

*An Earthly Chance, Labour Party, Weymouth Road, London SE17 1TT, £2.50.
**This Common Inheritance: Britain's Environmental Strategy, HMSO, £24.50.



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FINANCIAL TIMES
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FINANCIAL TIMES

**"the sugar" specified in a
"notice...calling for delivery".
In view of the buyers' option**

This was a mercantile contract and rule 14(1) could prop-

Rachel Davies
Barrister

Composition with blue. Mondriaan, 1937, Haags Gemeentemuseum.

The Dutch artist Mondriaan spent more than 20 years refining a style of painting he called neo-plasticism. Similarly, Rabobank carefully defined and refined its own style of banking. As the Dutch economy and industry grew, so did Rabobank, becoming the largest domestic bank. Today, with total assets of US\$ 90 billion, Rabobank is one of the top 50 banks in the world, with offices in major financial centres and ports around the globe, active in financing agribusiness, commodities and in every aspect of international banking. And we still have our own clear, long-term view of client relationship, based on commitment, dedication and trust.

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Casken & Donizetti

to bear many different kinds of staging, and Warner's was no exception, even overwhelming, powerful.

The other offerings of Omaha's Fall festival were the captivating Angelina Beaux's one-woman Well-anthology show *Stranger Here Myself* and the American stage premiere of *Maria Padilla*—one of those marvelous late-Donizetti operas filled with human feeling and untrammelled musical invention. I'd like to write a rave review, as I did of the Dorset Opera production of *Maria Padilla*, the British premiere of the opera, two years ago. But the staging, the Omaha premiere, and so convincing a few years ago, had replaced her former gentleness, freshness and purity with lead, squeaky and searing production of notes above the vocal line, and a beautiful at low volume and sometimes at full volume. The marble acoustics may have played a part in distorting the timbre, but even when one made allowance for that, the general effect was a "blowing" of the sound whenever the line rose above the staff was apparent.

One is severe about Miss Fleming because she is potentially an important singer. She sang, movingly, with an eloquent command of the text. Stella Zambelli, the Ines, forfeited sympathy by singing her recitatives in a equally stressed stylized-bass, as if uncomfortable with her own voice, and was no better to her than note-values.

Mott Easton, the Petro, asked for the audience's indulgence because of illness but then sang with beefy assurance.

James Ashbaker, the Ruiz, had a good about him and into focus for his later scenes.

Parcoe both designed and introduced, none too efficiently.

Mid-act scene changes hung fire. Almost everyone was dressed in flowing white, a few in blue. The first two were closest to his opera: originally Maria, raised to a pinnacle of

Andrew Porter

Don't knock Auntie

aspect of this occasion was not the mind-boggery of the speaker (though any journalist who produced so little evidence to support such sweeping generalisations - and that little mostly wrong - would expect condemnation) but the clearly genuine nature of the reaction. While most of the applications to the Tory Congress seem to have come to do with duty and PR management than with real enthusiasm, it was clear during the attack on the BBC that the invective was prompting a truly popular response.

So do you think the Tories really believe that rank and file members of the BBC staff are raving lefties? Do they think that, even if the men at the top are archetypal examples of the great and the good, that the rest of them will come down it becomes "a socialist institution ridden with left wing activists"? Perhaps some really do. It certainly seems to be true that very few extreme (or even moderate) right wing commentators have been invited to do drama at the BBC or anywhere else. And it is true that when he was running Channel 4 Jeremy Isaacs admitted that it was difficult to find right wingers who were keen to make opinions known in a way which would counterbalance those made by left wingers.

But that does not make the BBC "bolshevik" or "socialist" or "ridden with left wing activists". After 25 years of reports on the BBC, I am not a mass media correspondent, watching its programmes as a critic, and even working inside the place from time to time as a non-staff contributor, it seems to me that it is packed from top to bottom with typical representatives of the intelligentsia whose personal views hover around the middle ground of politics. The real trouble, I suspect, is that members of the Conservative Party recognise at heart that the BBC is not a left wing organisation, but a

middle-of-the-road outfit which has long been admired worldwide for its fairness and honesty.

This dates from the second world war when the BBC established a unique reputation for truthfulness and even-handedness: a reputation which has been maintained ever since, and which has been a major factor in its insistence upon referring to "the British Army" and not to "our Army". During last week's Conservative attack, Barbara Finnerty said that the BBC was being used as a vehicle for IRA propaganda, and that the Government referred to "the British Army" not "our Army". According to one report this demand for chauvinism in place of traditional neutral journalism attracted the most prolonged applause of the debate.

That, surely, gives the game away. These Conservatives do not want neutral journalism, but a broadcasting organisation which behaves like "one of us". The reason there was such a demand for this at the conference is that recent news and current affairs programmes have shown the Tories to be running consistently behind Labour in the polls; shown crime figures (if not crime) rising; shown the Government's record; illustrated the extraordinary hostility created by the poll tax; shown inflation to be at its highest for eight years; reported that many experts now believe the Conservatives may lose the next election.

Those are all facts which would have to be reported by any self respecting news organisation, but to an anxious Conservative who, in private, is obliged to acknowledge the Government's handling of the poll tax, a catalogue of damning items undoubtedly seems unforgivable.

On Monday last week worse was to come: *Panorama* screened an excellent report on the running of the Conservative party. It was classic bit of journalistic investigation.



Sadly, and rather shamefully, British newspapers no longer seem inclined to pursue bread and butter disclosure of that sort, limiting themselves instead to topical scandals in a way that is hardly consistent with its system of party politics. It is surely essential for electors to be able to discover where party finances come from, and *Panorama* did its best to find out. In the process the programme was disturbed by a claim that the British Broadcasting Corporation might contribute to Tory funds and the distribution of honours.

When producer Mark Killick and presenter Gavin Hewitt ran out of public sources for their information they turned to the *Financial Times* Press, Lord Beaverbrook, asking why the origins of so much of the party's finances were kept secret. "I don't know" of any corporations with such a list of their customers said one. "I don't know" of any list of our customers" was the reply, which sounds like a

pretty effective blowing of the saff, "customers" are generally regarded as people who are buying something.

Anyone who keeps a sharp eye on the output of British television must realise that these virulent attacks upon the BBC are not made because the Corporation is financially weak, that its composition is wrong, that its composition which can be interpreted by Conservatives as "partial". On the day after that *Panorama* ITV broadcast in *Viewpoint* 30 John Pilger's report on Cambodia which suggested that the Khmer Rouge were "Heavily armed and acted out of spite in backing American policy regarding Pol Pot. Two days later on ITV *This Week* showed a tragic programme about the number and the effect of bankruptcies in Britain today. Remember that the BBC would squander on the Government.

Why, then, does ITV not cause the same rage as the BBC among Conservatives? There may be several reasons. As everybody knows, the Conservatives are not keen to try to break up the existing ITV network and auction the individual franchises to the high-

est-bidders, so perhaps ITV is not so much having been dealt with. Then, the BBC is much bigger than any one ITV company, and thus more "dangerous". Moreover the ethos of the BBC tends to be seen by Thatcherites as Oxbridge supercilious. Above all these there is an investment-consciousness that the Conservatives look to see their own tribulations circumscribed by an organisation which has such a high reputation historically and internationally.

For viewers the danger is that the Thatcherites will not merely rage against this hated phenomenon, but - as with the trade unions and local government - will seek to emasculate it and thus remove whatever influence it may have had within Britain's once subtle network of checks and balances. From conference floor campaigns to attacks on the licence fee, the Thatcherites, bullying to the drafting of new tighter regulatory legislation, the writing is everywhere on the wall.

Christopher Dunkley

Dancing at Lughnasa

LYTTLETON THEATRE

Brian Friel's *Dancing at Lough Lura* is nearly all the virtues: wit, pathos, intelligence and imagination. It also has a touch of whimsy or fish feyness. The production by Dublin's Abbey Theatre is at times a little slow, though perhaps that is unavoidable when you are dealing with rural life. The script is well thought out, beautifully written throughout, and the monologues spoken by Gerard McSorley are in almost perfect prose.

Lughnasa, in case the name puzzles you, is pronounced religiously to rhyme with "Lough Lura." Lura is the old Celtic name for Lough, the high Lughnasa on August 1 is his feast day. And that is probably as good a way as any of leading in to what the play is about. There were still paganish customs in the Donegal of the 1890s (perhaps there are today), despite the catholicism.

Father Jack was born in Uganda, looking after lepers and speaking largely Swahili, for 25 years. His Christianity was gradually and perhaps subconsciously given way to a pagan religion. When he comes back, his references to Africa and his life with what happens around the village of Ballybeg in Donegal: dancing, pagan rites, some animal sacri-

foes, the use of music and easy dances of the kind outside marriage. Father Jack never says mass again.

All this is most delicately done. Nothing is rubbed in. There is even another piece of light symbolism. The Irish family has recently acquired a wireless, a relative luxury in those days, and a suggestion that it should be given a name, but it is objected that it would be sinful to christen an inanimate object, so it is called Marconi after its maker. The wireless, which is only turned on for the music, is said to have a "voodoo effect," yet even these people that does not necessarily imply that it is harmful.

Friel has been frequently compared with Chekhov. Because *Dancing* involves five sisters, the comparisons will be made again, though the play is not a comedy, as Chekhov's was *Lorca's* *The House of Bernarda Alba* without the oppressiveness. The sisters live together: only one of them has a child. This is Michael, who never appears. His lines are spoken by McSorley who is also Michael's grown up and who is the only character to provide the connecting narrative. The device works.

In fact, every thing works.



The father of the boy is a Welshman called Gerry Evans, played by Stephen Dillane, who appears from time to time, then goes off to the Spanish civil war. His chief talent is for dancing, and there is a good deal of it in the play. There are almost no quarrels, although there is some sadness and a repressed sexuality only barely beneath the surface. Sometimes it breaks out, but the

merit of the play is how gently it is done.

Dancing had its first performance at the Abbey Theatre in April. It is directed by Patrick Mason. All the sisters are good and sufficiently varied in character. If one must be singled out, it is Anita Reeves as Maggie. Alec McCowen is Father Jack.

Malcolm Rutherford

Elly Ameling

WIGMORE HALL

As though to deliver the final coup, as guaranty to anybody in the political establishment who doubts that it is an international house, the Wigmore Hall has just unveiled the plans for its 90th anniversary next June. A star-studded list of singers will be performing, including the planned to visit already this year, 1980/1, *Some British stars*, of which this week's two appearances by Billy Ameling form a part.

And to this hall the Dutch soprano is a familiar guest; her seniority amonglieder singers brings respect, her presence a warm welcome. Time has not left the voice untouched, as its tone sometimes is wounded and worn, the soprano puts her down for the moment, the tank can seem dangerously empty. But the songs where the voice is under pressure are not necessarily any less rewarding. The song "Die Funge Norms" showed.

By and, large this voice has preserved the qualities that brought it to the fore in its earlier years and the same can be said of the art with which it is used in a style that, as ever, the balanced and sensible lieder interpreter, there are few of the striking insights that have pierced through the work of venerable colleagues, but equally, there are no

drawbacks — Schwartzkopf's distorted vocal line, Ludwig's grande dame manner.

This is the song repertoire of a successful, sophisticated, attractive, in a Schubert programme of the kind we had on Monday. One might like a more individual personality to get a grip on the ambitious places. But how skillfully she handles the works, taking the first line "Die Götter Griechenlands" aside away to suggest the long look back into antiquity and cleverly giving herself enough time to flesh out the characters of "Der Museusola".

Among a scattering of rarities in the programme "Mädchen" warrants a special mention, for the ballads of Schubert are not often performed and the singer did this one so well, bringing alive all the changing moods of the story with the help of her accompanist, the excellent Rudolf Jensen. As a bonus, the last verse of the encore, "Ave Maria", came close to Schubertian heaven. Elly Ameling's other recital (a mixed programme) is on Friday.

Richard Fairman

ARTS GUIDE

THEATRE

[illegible]

Planner and Gareth Hunt in another Alan Ayckbourn play, this time a satire set within the insipid atmosphere of the musical (437 8667).

Rocky Horror Show (Barbican, Lyric). The musical by Alain Boublil and Claude-Michel Schönberg continues to pack them in even though the show has been down at the Legation. Good songs and a lavish show. Directed by Nicholas Hytner (771 696 5180).

Shogun (Barbican). Tadaaki Aki and Howard Brenton took us again after the success of their short play, *Arabian Nights*, to a defence of Samurai Bushido. *Moscow Gold* is a satirical look back at Soviet history and the Gorbachev years in particular. It is an excellent introduction to the Japanese Empire Company is putting on at the Barbican for several months because of financial difficulties in the West End. Tickets from £15 (771 696 9981).

Private Lives (Alwydych) Noel Coward revival starring Joan Collins and John Gielgud. About a divorced couple staying by chance at the same Riviera hotel with their new partners (771 694040).

Private Lives (Barbican). Anthony Sher and Peter Fanning's modern Japanese tragedy that reflects a distinctly comic view of Britain and the Japanese. Tickets from £15. In rep; check press for performances (638 8881).

New York

Felicitations (Lucille Lortel). It will be known as the musical about AIDS first hitting New York but it goes much further than that, showing the effect on a large circle of people, who are all friends of the victim, a gay man, who has died of AIDS.

and his parents, all three — in *Life* (294 9782).

Typsy (St. James). This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new baller, the Merman tradition, *Type sy*, as the bossy, tireless and beautiful Rose, who shamelessly seduces her father into buying her a house while rejecting a personal life for herself (246 0102).

Winter Garden. Still a sell-out, this production, featuring T.S. Eliot's children's poetry to music is visually striking and choreographically felicitous (239 5200).

His Mistress (Broadway). The magnificent spectacle of Victor Gollancz's majestic sweep of history brings to Broadway persons in paganism and drama (99 6200).

Seasons of the Opera (Majestic). With Maria Bjornson's splendid sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this transfer on London (239 6200).

Washington

Keyhole of the Western World (Schnitzsbower). Abbey Theatre company brings what the Americans want to see to com- of the view of the Irish as a stupulous class. *Rude* # 21.

Chicago

Norman Corneth (Goodman). A Goodman opens its new season with a revival of vintage Neil starring film actor Brian Markey. *Dave Novy* 4 (443 8900).

Tokyo

Kabuki, Kabuki-za (561 3313) this month features two actors who have practised the traditional way to imbold. The star of the 11am show, Ennosuka, specialises in quick-change routines and spectacular stage effects. At 7pm, *The Gifted Actor* (specialist in female roles), Tamashiro, stars in a love story about a priest and a geisha.

Meiji Theatre (265 7411), the rarely-performed *Koganezumaru, dai Angoku!* is being given performance after performance. Both shows have excellent earphone guide in English and English-language programmes.

Noh At the bill of the Noh play *Yamashiro (The Old Woman of the Hills)* and a kyogen comedy interlude, Wednesday only at 10pm. National Noh Theatre (0467 22 6857). Other noh theatres are open only at weekends.

Check local press for details.

The English Shakespearean Theatre is giving a return visit to the theatre they opened two years ago, this time as part of the UK 50 Festival. Musical *Pericles* and *The Winter's Tale* (in repertory). Tokyo Globe Theatre (360 1151).

Phantom of the Opera (In Japanese). This highly successful production is a carbon copy of the London original, with the added advantage that one can ignore the lily livers. They are in Japanese at the Japanese Theatre (937 9801).

Fielder on the Roof (In English). Topol once again takes the lead role in the musical that has made him famous 20 years ago. *Fielder on the Roof* (477 7825).

A Jacobite glass, inscribed "I was after the 1745 Rebellion" and a Swiss version of the National Anthem, "Grosses Lied zum König James XVIII," sold for £26,400 yesterday at Christie's to a private buyer, John Smith of Putney. The price was comfortably above the estimate.

The 17 cm high glass is known as the "Breadbane II" Anna Glass and for many years it was believed that it had been given to the Earl of Breadbane at the time of the 1745 by the Young Pretender. But it is now known that the Earl at that time were stainch gloves, and it probably came into the family through the collecting passions of the American 2nd Marquis of Breadbane.

The morning session of English and continental glass totalled £310,431 with only 5 per cent unsold. A tall-in-Tyrol Façon de Venise goblet, 28 cm high, almost certainly made in the 17th century and a Japanese collector paid £15,400 for a Façon de Venise cut-glass goblet and cover, 27 cm high, which might have been produced in Venice, or the Low Countries, around 1700.

Sotheby's sale was also this time towards calamity. A 110 cm high Murano glass vase of the late 17th or almost 18th century failed its forecast at £6,200. It was probably

presented to the Count of Schwerin by Frederick the Great, along with a dinner service of 129 pieces, which he also sold yesterday to the Munich dealer Kohnman for £35,200 (top estimate £39,000).

Another German dealer, Robbig bought a Nymphenburg dinner service of 1766 for £121,100 and a gilt metal mounted Meissen tankard of 1735 for £11,000. But the top lot in a successful sale, a large dessert service of 276 pieces, was reserved for the auctioneer, £157 in Paris for the Duke Duke of Northumberland who was British Ambassador to France at the time, was unsold.

It was offered by the present Duke, and was expected to make at least £40,000, but the best bid was £26,000, probably because no one wanted such a large service. Paris is not a much collected source of porcelain and no one knows where this service was made. It does not appear to be the work of the Sevres, which kept going during the Revolution and thereafter, but to come from one of the 170 smaller porcelain factories, which grew up in the Paris area in this period, but which did not keep records of their output. Now it might be divided up to make its dispersal easier.

Antony Thornecroft

COMPUTER NETWORKING

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20 NOVEMBER 1990

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FINANCIAL TIMES
LONDON'S BUSINESS NEWSPAPER

October 12-18

SALE ROOM

Glass with a history

Just before the 1745 rebellion with a Jacobite version of the National Anthem and a toast to King James XVIII, sold for £26,400 yesterday at Christie's to a private buyer, John Smith of Putney. The price was comfortably above estimate.

The 17 cm high glass is known as the "Breadalbane II" Amen Glass, and for many years it was believed that it had been given to the Earl of Breadalbane at the time of the '75 by the Young Pretender. It is now known that the Earls at that time were staunch Hanoverians, and it probably came into the family through collecting passions of the Victorian 2nd Marquis of Breadalbane.

The morning session of English and continental glass totalled £310,431 with only 5 per cent unsold. A half-18th-century Façon de Venise goblet in the high, almost unadorned style, sold for £125,400 for a Façon de Venise goblet and cover, 27 cm high, which might have been produced in Venice, or the Low Countries, around 1690.

Sothely's sale was also had a continental bias, but this time towards ceramics. A 110 cm high vase, decorated with a landscape of the late 1750s, almost doubled its forecast at £46,200. It was probably

presented to the Count of Schwarzenberg by Frederick the Great, and was a dinner service of 180 items, which also sold yesterday, to the Munich dealer Kohlmann for £35,200 (top estimate £39,000).

Another German dealer, Robert Broughton, Nymphenburg, bought a silver-plated of the early 1760s for £112,100 and a gilt metal mounted Meissen tankard of 1735 for £11,000. But the top lot in a successful sale, a large diamond ring of 276 stones, probably made around 1770 in Paris for the 3rd Duke of Northumberland, who was British Ambassador to France at the time, was unsold.

It was offered by the 1st Duke, and was expected to make at least £40,000, but the best bid was £26,000, probably because no one wanted such a large service. Paris is not a much collected source of porcelain and no one knows where this market is. It does not seem to be the place of *bonnes affaires*, which kept going during the Revolution and afterwards, but to come from one of the 170 smaller porcelain factories, which grew up in the Paris area in this period, but which did not keep records of their output. Now it might be divided up to make its disposal easier.

Antony Thornecroft

Antony Thornicroft

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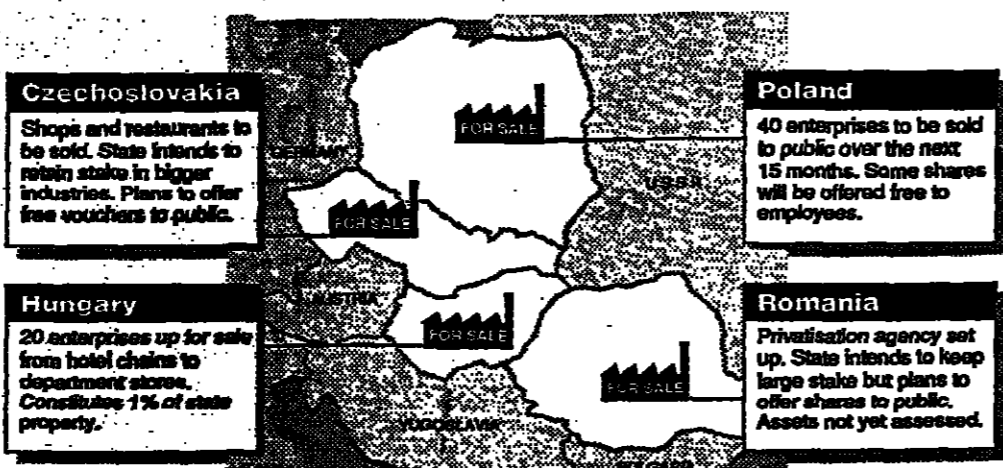
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Privatisation is finally under way in eastern Europe, says Judy Dempsey, but problems remain

Rocky road leads to the market



businesses constitute only 1 per cent of state property. They will be sold through the public offering of shares on the fledgling stock exchange, through competitive bidding or through an employee share ownership scheme.

● In Czechoslovakia, despite the official rhetoric about the official rhetoric about the fledgling stock exchange, through competitive bidding or through an employee share ownership scheme.

● In Hungary, the privatisation debate has been more politically charged. After months of deliberation, the Democratic Forum, which heads a right-wing coalition government, has finally put together a package.

The State Property Agency, which will be entrusted with holding the title to state property, will oversee the privatisation programme. A crop of 30 state-owned enterprises, ranging from the Danubius hotel chain to the Centrum department store, has already been selected for sale, though the

property. What remains will be sold by auction to the public. The second phase will involve large-scale enterprises such as Skoda cars. The state remains determined to retain at least a 20-30 per cent stake in these enterprises because they are regarded as prime national assets. Restrictions on foreign ownership have yet to be clarified.

The third phase envisages handing over a group of state-run enterprises and transforming them into joint-stock companies. To sweeten the pill, Mr Klaus intends to give away vouchers to Czech citizens which will eventually be exchanged for shares. The vouchers will be a vehicle for the transformation of property rights," he told economists at the International Monetary Fund meeting in Washington last month.

● In Romania, the government is near to drawing up a comprehensive plan for privatisation. A new draft foreign investment law will allow foreign companies to own 100 per cent of an enterprise. The country's priorities, however, are to maintain stability, dilute the influence of the bureaucracy, feed the population and draw up legislation aimed at defining the role of the state and property rights.

These various privatisation programmes have so far drawn a lukewarm response from foreign investors. American bankers, who have been involved in

eastern Europe for decades, object to Poland's restrictions on converting dividends into hard currency, and its limitations on the stake which foreign investors can hold in privatised enterprises. "Privatisation cannot be carried out overnight," says Mr Anton Turghie, head of the international department at Citicore, Austria's second-largest bank.

Different attitudes to privatisation throughout eastern Europe stem from several factors. First, there is the fear of job losses. The economic reforms and privatisation package drawn up by Mr Leszek Balcerowicz, Poland's finance and deputy prime minister, have left thousands without a job. Statistics published by the Polish authorities indicate that more than 10 per cent of the population could be unemployed by the end of the year as reforms bite, state subsidies dry up and enterprises seek to boost productivity.

Second, in Hungary, Czechoslovakia and Romania, politicians and the public are ambivalent about opening their doors to foreign capital. "People fear that the country will be sold off to foreign capitalists," commented Mr Adrian Severin, the Romanian minister in charge of privatisation.

As western advisers are discovering, the reluctance to privatised rapidly and to welcome foreign capital are ingrained by traditions inherent in the

political cultures of the region. These traditions owe much to the preponderance of large peasant populations, small middle classes, and the domination of the state. People tend to perceive privatisation as creating vast disparities in wealth and privileges. "Since we allowed people to open up private shops and services a few months ago, these new owners are charging very high prices for low-quality goods. Sections of the population are naturally resentful and only see the bad side of privatisation," commented Mr Severin.

Against this background, the new governments have set themselves the task of painstakingly drawing up laws on privatisation aimed at reconciling deep-seated public concern with the necessity of attracting foreign investment. Mr Petre Roman, the Romanian prime minister, explains: "The government has literally to start from scratch by drawing up new laws, by evaluating assets, by learning on the job. We have no knowledge of how to turn a socialist economy into a market economy."

Problem areas which need addressing include: ● Property rights. Before last year's revolutions most property was held by the state, though the state did not define itself as the "owner". Before privatisation can take place the state must set up institutions to which control of property can be passed before it can be sold.

● Banking system. This entails constructing a banking system, a stable currency, enacting legislation which will enable the free flow of capital in and out of the country, and creating a taxation system.

● Winning over the population to privatisation and the market economy. Although these governments promised during election campaigns that the communist centralised economic system would be dismantled in favour of the market economy, they did not explain the social costs of this transition.

Western advisers to the Polish, Hungarian and Czechoslovak governments believe the population can be convinced of privatisation's benefits through safety valves such as social security systems for the unemployed, retraining schemes, and management schools. This is where western governments could play a significant role. "If western financial assistance is not forthcoming, these governments could face popular unrest which could set back the road to the market economy," warned an adviser to President Havel.

Sixth-form education at the crossroads

Why reform holds no lessons for the able

By Robin Reeve

If the British government wishes to maintain the highest academic and intellectual standards in secondary schools, the system of A level examinations must not be abandoned or diluted. This is an issue deserving the widest debate; any proposals for changing A levels must be subjected to rigorous questioning. The timetable laid down by the government is this. By the end of this month the School Examinations and Assessment Council will have completed a consultation on its proposed draft principles to reshape the A and AS level examinations. Early in 1991 the principles, approved by the secretary of state, will be committed to the examination boards which will work to produce syllabuses for the first candidates due to sit the examinations in 1994. If the history of A level itself is any guide, we shall then have a 16-plus regime likely to last well into the next century.

There is little sign that SEAC intends more debate than can be wrung from it. The consultation period has lasted a few weeks. In characteristic fashion responses are invited from "representative" bodies through which individuals are directed to submit their views. This procedure can only serve to subvert independent voices.

SEAC is not, of course, entirely its own master. The government is acutely aware of the dwindling number of 16-19 year olds, and wishes to complete another educational reform in the wake of its national curriculum for the 5-16s. The General Certificate of Secondary Education (GCSE) is another factor. It is an exam with a wider clientele than O level. Content has been reduced; assessed coursework, practicals and projects carry a significant proportion of marks. A level has already begun to move in the same direction and will be expected to move further. There is another dimension. Enlightenment opinion in education is hostile to A level. That opinion is well represented in SEAC itself and the consultation process is likely to consist of a communion of like minds.

The irony is that the government, knowing that in many

eyes A level is an exam of proven quality, rejected the 1988 proposals of Professor Higginson's Committee on "Advancing A levels" to replace it by a new single-level exam in five or six subjects.

Higginson could see few virtues in the specialist tradition of A level and even fewer in the government's scheme to add variety to the sixth-form curriculum by introducing AS levels, based on a 50 per cent formula, half the content and half the teaching time of an A level. Amid a chorus of disapproval, Mr Kenneth Baker, then education secretary, shelved Higginson. It was an unexpected act of grace to those of us with a particular interest in the education of the able.

However, a new set of considerations has been introduced into SEAC's brief. Mr Baker's call for national competence has been entrusted to the National Curriculum Council, set up under the Education Reform Act of 1988 to implement a new national curriculum. In hammering out a set of core and foundation subjects, it has sought to identify essential skills as well as so-called cross-curricular themes. Competence is no longer to consist of the mastery of disparate subjects; it is the role of subjects to contribute to skills and themes.

Mr John MacGregor, the education secretary, is enthusiastic about this approach and apparently believes it has a key role to play in a 16-19 curriculum.

The main fear about SEAC's present thinking is that it will subvert the government's intention to retain A level as the standard which should prevail in the education of those 16-19 year olds destined for higher education. SEAC seems to share the fashionable distaste for knowledge familiar in countless smearing dismissals of "rote learning".

Instead we are to have an appropriate balance between knowledge, understanding (how do you understand what you do not know?) and, of course, skills. The notion of subject "cores" is also warmly embraced, and it is difficult not to relate the hunt for cores to the expressed desire to see AS level courses as

embodying "the advanced level standard". A level itself becomes merely the scene of "additional contexts in which students can further develop and illustrate their grasp of the subject". I hope Mr MacGregor is alert to the presence of this particular Trojan horse.

Core skills raise different issues but equally deep anxieties. The first definition of these skills came from the curriculum council but, astonishingly, SEAC now publishes its proposals without any further analysis of skills. Three of the six curriculum council skills consist of extending competence in numeracy, information technology, and a foreign language. These are sound objectives but they cannot be pursued, in equal measure, via all A and AS level courses. If subjects have to be chosen to achieve a spread of skills, the objections are profound.

The other, generalised, skills, ie communication and personal skills, and problem-solving, which must be embedded in every course, range from the platitudinous ("managing one's own learning") to the wholly inappropriate. Problem-solving, for example, consists of "planning, carrying out and evaluating a course of action". This scarcely bears analysis as a description of academic study, though it certainly expresses the contemporary confusion between education and training. A national curriculum council must set itself higher standards.

In addition to core skills A and AS levels will have to carry an agenda of "cross-curricular themes". Syllabuses must clear themselves from "bias" as though their academic purpose did not ensure this. Not surprisingly, in these post-GCSE days, 40 per cent of the final assessment will be based on coursework.

We must not allow the education of the able to be reshaped in the way SEAC now proposes. We must recognise their needs without being crippled by predictable cries of "elitism". If we fail we shall impoverish ourselves as a nation, in both senses of that over-used word.

The author is headmaster of King's College School, Windsor.

LETTERS

Iraq, Kuwait and the value of UN resolutions

From the Rt Rev John Driscoll

Sir, It is very noticeable here in the Middle East that the government of Iraq is attempting to turn an extremely bad tactical move (the invasion of Kuwait) into an appeal for the international community to apply its collective might to the overall problems of the region. In the west it is no doubt easy to see this as a ploy to divert attention from the basic problem of the invasion of Kuwait, but in the eastern Mediterranean the argument appears to be well-founded.

With a high moral tone, and political arguments that cannot be faulted, the international community is insisting upon obedience to United Nations resolutions regarding the invasion of Kuwait. No one I have spoken to would disagree with this. But what about the invasion of Palestine? And what about the invasion of Cyprus? — say the local people involved. The Iraqis do

seem to have a point, as understood in simple layman's terms.

There are UN resolutions on Palestine and Cyprus over which the superpowers have made no great fuss. The British sovereign bases in Cyprus, as everyone knows, are vital in the present situation. Why is the international community still not expending the amount of money and energy on enforcing UN resolutions on Palestine and Cyprus that it is expending on the Gulf crisis? Can it all be down to what is economically important to the superpowers?

Sir, I simply ask questions about UN resolutions, and about whether they are of equal value in the eyes of the world, questions that many people in the eastern Mediterranean are asking. John, Cyprus and the Gulf, Diocesan Office, 2 Grigoriou Avenue, Nicosia, Cyprus

Distinct nature of British beer

From Mr Roger Monte MP

Sir, Mr Murray Steele of the Cranfield Institute of Technology (Letters, September 29) says he has completed a study of the European beer industry and alleges "flaws" in my analysis of that industry (Letters, September 29).

In challenging the need for pan-European beer legislation, Mr Steele is questioning the so-called homogeneity of the European beer market. I stated that "much of continental Europe consumes lager sold in cans and drunk in the home". This is in contrast to the UK market. Mr Steele argues that "only the British consume more than 4 per cent of their beer in cans".

Furthermore, the lack of homogeneity in the European beer market was confirmed in the 1990 European Community Beer Review which, according to Sir Leon Brittan, shows the European market to be "the most diverse in the world, with a high proportion of independent brewers in most member States and a high level of consumption... only 4 per cent of all beer consumed in the EC has crossed a national border" (June 15 1990).

Mr Steele asserts that the Eiders/Grand Met deal would be good for the consumer. The Brewers Society suggests there are 1,000 beer brands currently available in the UK from 105 breweries owned by some 65 brewing companies. In 1990 there were 5,447 breweries owned by 1,495 brewing companies selling many times today's number of brands. Rationalisation and mergers over the years have reduced the range on offer and the Grand Met/Eiders deal would be another stage along the same path. Can it seriously be argued by the Cranfield Institute of Technology that this reduced choice is good for the consumer?

Roger Monte, House of Commons, Westminster, SW2

The variety of accounting policy

From Mr David G. Kleeman

Sir, At a recent board meeting of a listed company consideration was given to the accounting treatment to be adopted with regard to several development properties. A paper had been circulated describing accounting policies adopted by major public companies ("Accounting under scrutiny," October 4).

All the companies examined, with the exception of Land Securities, capitalised their interest on development properties less the relevant tax relief, provided the effect of such capitalisation did not increase the value of the asset above its open market value. There were a number of variances in accounting treatment, each of which in turn has a significant effect on profits, and, therefore, earnings per share. The variances include the capitalisation of unspecified salary and related costs, project overheads, directly attributable overheads, discounts on bonds and finance costs, all costs bringing the properties to "their present state" and "an appropriate proportion of overheads" as resolved by the board.

The capitalisation of outgoings ceases when a property is no longer treated as a development. It is interesting to compare how directors decide where such an interest value is reached. The same public companies again have different policies in arriving at their decision including: ● Once the development property is fully let and income-producing.

● At the earlier of when income exceeds outgoings and six to 36 months after the issue of the architect's certificate of practical completion.

● When rental income exceeds 80 per cent of the gross amount expected or exceeds the interest on property outgoings, whichever occurs first.

These policies appear in the accounts of MEPC, Great Portland Estates, Wates (City of London), Rosehaugh, Peel, Greycoat Estates, Stanhope Properties, Frogmore Estates, Slough Estates, Ledbrokes, Britton Estates, British Land, and Capital and Counties.

With important variations in accounting treatment, interested third parties, such as bankers, investors, potential investors and analysts need to think carefully about the usefulness or reliability of accounts presented. A strict comparison of performance between listed companies is, at best, difficult.

If there is not to be greater uniformity of accounting treatment, then the interests of the wider community are more important than the immediate needs of corporate clients anxious to increase earnings per share each year. If it is not possible for the profession to encourage the standardisation of accounting treatment, and to ensure that accounts become more meaningful, it could well be a question which the Department of Trade and Industry should address, because legislation would then be the only effective answer.

David G. Kleeman, Dames Financial Services, Accountants House, 44 Baker Street, W1

Big Sister will know all

From Mr C.J. Webb

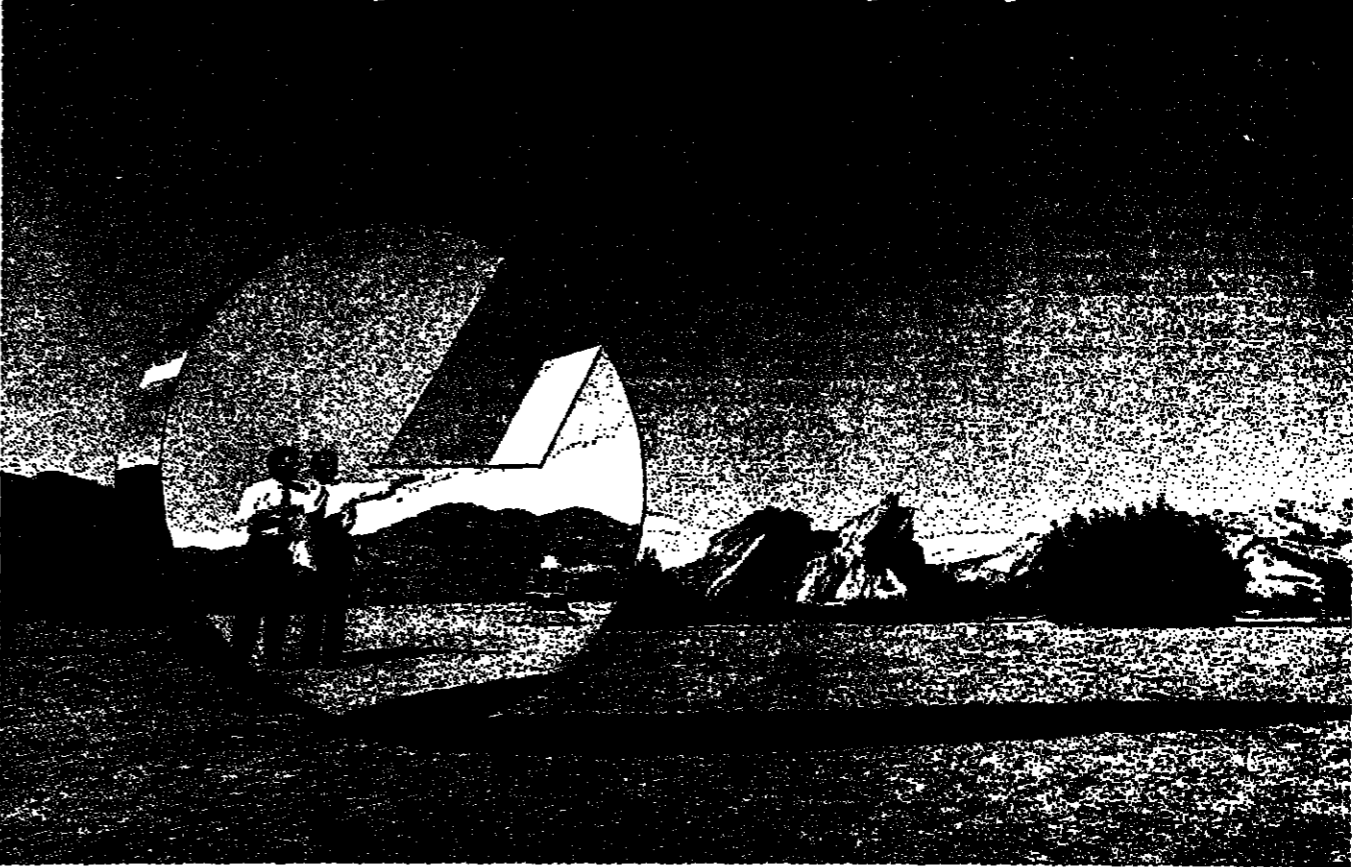
Sir, Observer ("Blue calls," October 9) wanted to know whom the Tories would be ringing on the hundreds of mobile telephones which the Conservative Party hired from British Telecom for the Bournemouth conference.

As the Conservative Party will presumably settle the

itemised bills for the calls made, it may now be worrying the less cautious users of these "free phones" that Big Brother (or rather Big Sister) will know exactly who called whom, when and for how long.

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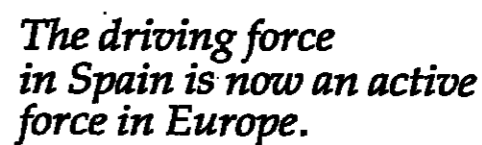
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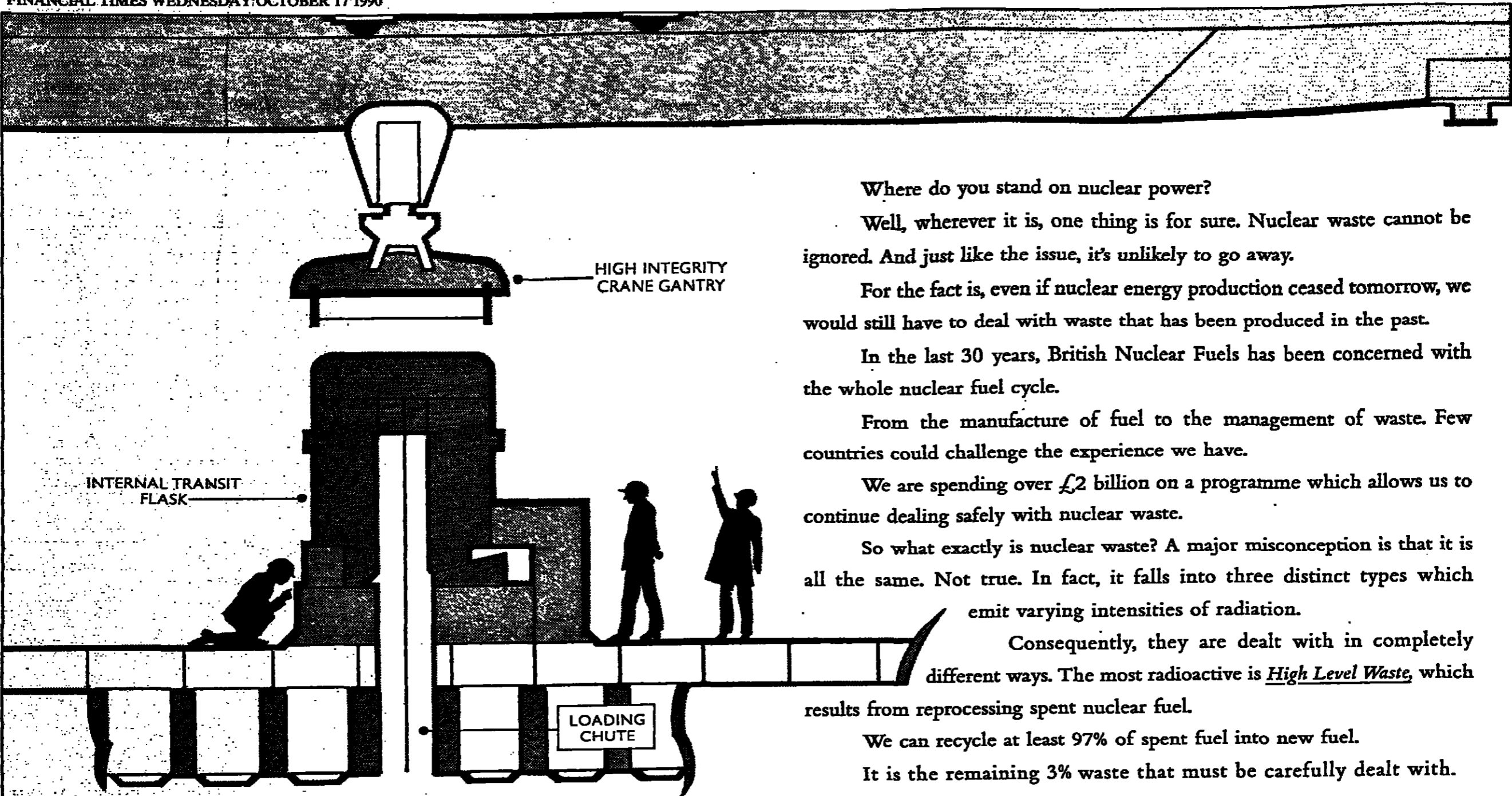
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So what exactly is nuclear waste? A major misconception is that it is all the same. Not true. In fact, it falls into three distinct types which emit varying intensities of radiation.

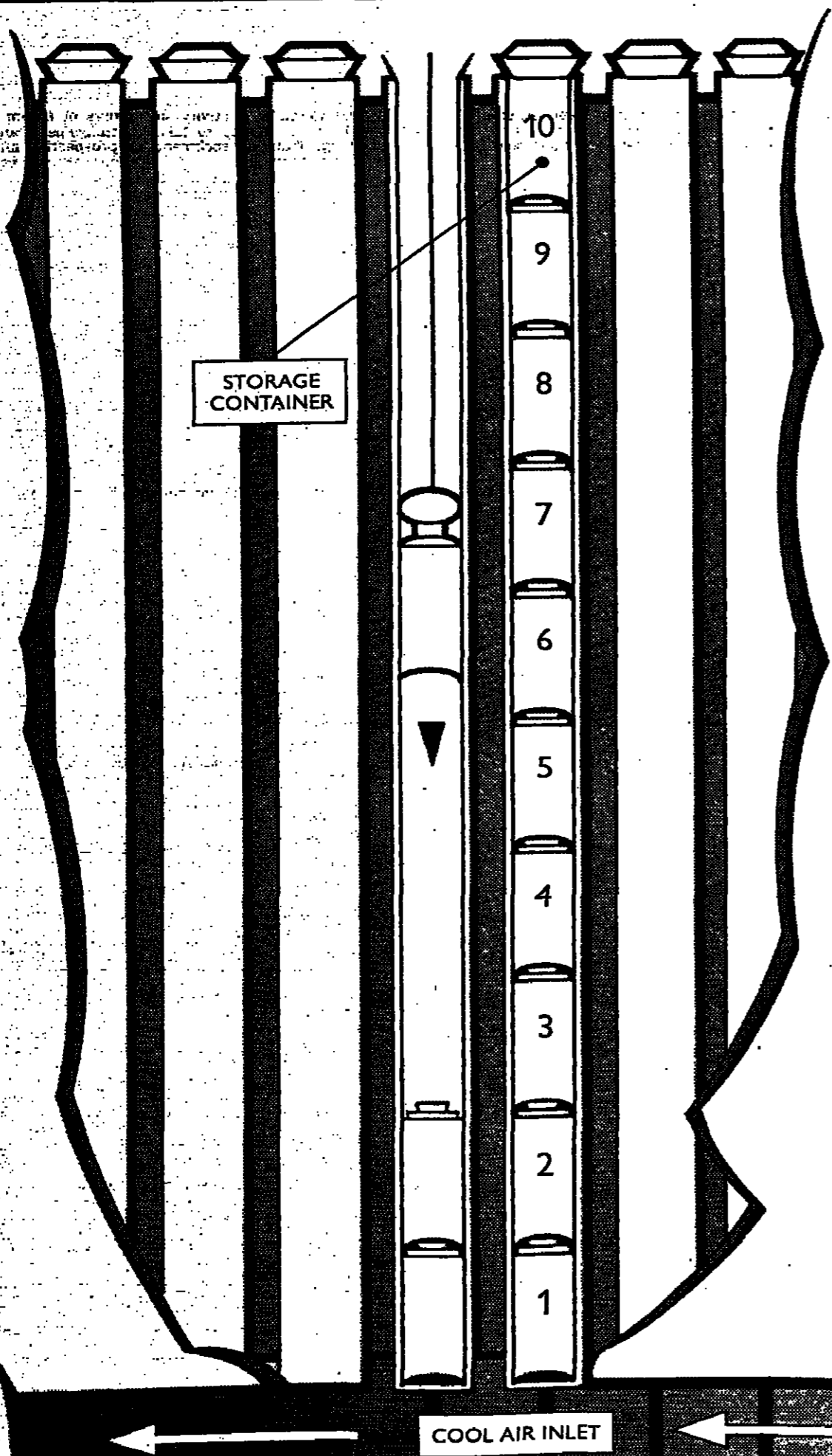
Consequently, they are dealt with in completely different ways. The most radioactive is High Level Waste, which results from reprocessing spent nuclear fuel.

We can recycle at least 97% of spent fuel into new fuel.

It is the remaining 3% waste that must be carefully dealt with.

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At present, high level waste is stored as a liquid inside double-walled, cooled stainless steel tanks enclosed in thick concrete walls.

However, we have brought into operation a process called 'vitrification', in which liquid waste is converted into glass and sealed inside stainless steel containers to be kept safe for the indefinite future.

This method reduces the waste to 1/5 of its original volume.

Or, to look at it another way, all the high level waste produced at Sellafield in the last 30 years could be contained in just 4 double-decker buses.

A far less radioactive type of nuclear waste, known as Intermediate Level Waste, occurs when the nuclear fuel rods are stripped in the first mechanical stage of reprocessing.

The scrap metal, sludge, and residues that are involved in this operation are sealed in cement inside steel drums, and stored in our special encapsulation plant until a suitable long-term home has been found.

At the moment, sites at Sellafield and at Dounreay in Scotland are under scrutiny from geologists to see whether either is suitable for a deep underground repository.

The least radioactive waste of all is Low Level Waste, such as paper towels, gloves, protective clothing and laboratory equipment which not only come from the nuclear industry but from hospitals, research laboratories and other industries where radioactive materials are handled.

Despite the fact that radiation from low level waste is negligible, we take no chances.

At Drigg in Cumbria, we've built and use a concrete vault the size of 12 football pitches, and we are developing a method of compacting this type of waste, which means Drigg won't be full until well into the 21st Century.

If you'd like to know more about the way we manage nuclear waste write to Information Services, Risley, Warrington WA3 6AS for our nuclear waste brochure, or our video.

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over Hiram SMI	32		Q76	2.8	4
over Hiram SMI	12 1/2		101 1/2	25	
over Hiram SMI	9 1/2				

Miscellaneous

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Issues marked here have been adjusted to allow
 fees for cash
 Income increased or recovered
 Taxes reduced or waived or deferred
 Non-residents on application
 Listed UK listed; dealings permitted under
 the listing
 Listed on Stock Exchange and company
 to same degree of regulation as listed
 company listed
 Degree of concession
 dividend after paying scrip and/or rights
 to give dividend before or forecast
 or reorganisation in progress
 variable
 reduced; reduced dividend and/or reduced earnings
 dividend; cover on earnings approved by
 board
 bonus for conversion of shares not now paying
 or waiting only for restrictive dividend
 at a future date. Not P.F.E. usually provided.
 bonus
 Reg. Fr. French francs \$ US yield based
 on average 511 rate francs uncoupled until maturity
 of 1990
 1. domestic, c. cents, d. dividend rate paid or payable
 on shares
 c. cent, covered on dividend on full capital
 of company

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling and dollar lose ground

STERLING remained weak on the foreign exchanges, but finished well above the day's lows amid rumours of intervention by the Bank of England. The pound fell towards its DM2.95 mid point against the Deutsche Mark in the European Monetary System exchange rate mechanism, touching DM2.9530, but later recovered to close at DM2.9650 against DM2.9750 on Monday.

The mood of euphoria, following ERM membership, has evaporated to leave attention focused on the weakness of the UK economy. Dealers see DM2.95 as an important support point for the pound and expect Mr John Major, the UK chancellor of the exchequer, to announce this level with a commitment to tight monetary policy when he speaks in the City tomorrow night. On Monday Mr Major told parliament that a rate of DM2.95 is sustainable. Sterling has not been helped by the strength of the Japanese yen. Its fall through technical support at ¥250.60 on Monday set up a possible move towards ¥217 in the coming weeks, according to some analysts.

By last night's close in London the pound had fallen to ¥249.00 from ¥250.25; to SFY2.5025 from SFY2.5150; and to FF9.9325 from FF9.9675. However, it gained 35 points to \$1.5070 and the pound's index

rose 0.1 to 95.0. Sterling ended higher in New York at \$1.5050. Within the ERM sterling moved down towards the main group of currencies. According to figures from the European Commission, the pound was 0.71 per cent above its central rate against the weakest placed Italian lira, compared with 1.00 per cent previously.

The dollar continued to suffer from US economic weakness and slow progress in forming a credible package to cut the US budget deficit. Its decline was encouraged by comments from Mr Martin Feldstein, president of the National Bureau of Economic Research. He said the dollar should fall 10 to 15 per cent in real terms, with bigger drops against the D-Mark and yen. He also called on the Federal Reserve to cut interest rates.

In London the dollar fell to DM1.5155, a record closing low

against the D-Mark, from DM1.5230. It hit the lowest finishing level against the yen since February 1989, falling to ¥127.20 from ¥128.15. The US unit also weakened to SFY1.9785 from SFY1.9875 and to FF9.9750 from FF9.1025. Its index eased 0.1 to 60.5.

The Australian dollar continued to lose ground after this week's cut in interest rates. Dealers noted that the authorities seemed determined to reduce the value of the currency. Mr Paul Keating, Australian treasurer, said on Monday he was not unhappy to see it lower. Yesterday, Mr Bernie Fraser, governor of the Reserve Bank of Australia, called for a lower currency to correct current account and external debt problems.

In Sydney the Australian dollar fell to 78.50 US cents from 78.65 cents, but in London rallied slightly to 78.70 cents.

FINANCIAL FUTURES AND OPTIONS

LIFFE LONG GILT FUTURES OPTIONS

Strike	Dec	Mar	Jun	Sep	Dec
80	1.45	1.45	1.45	1.45	1.45
82	1.45	1.45	1.45	1.45	1.45
84	1.45	1.45	1.45	1.45	1.45
86	1.45	1.45	1.45	1.45	1.45
88	1.45	1.45	1.45	1.45	1.45
90	1.45	1.45	1.45	1.45	1.45
92	1.45	1.45	1.45	1.45	1.45
94	1.45	1.45	1.45	1.45	1.45
96	1.45	1.45	1.45	1.45	1.45
98	1.45	1.45	1.45	1.45	1.45
100	1.45	1.45	1.45	1.45	1.45

LIFFE EUROSTOCK OPTIONS

Strike	Dec	Mar	Jun	Sep	Dec
1000	0.05	0.05	0.05	0.05	0.05
1050	0.05	0.05	0.05	0.05	0.05
1100	0.05	0.05	0.05	0.05	0.05
1150	0.05	0.05	0.05	0.05	0.05
1200	0.05	0.05	0.05	0.05	0.05
1250	0.05	0.05	0.05	0.05	0.05
1300	0.05	0.05	0.05	0.05	0.05
1350	0.05	0.05	0.05	0.05	0.05
1400	0.05	0.05	0.05	0.05	0.05
1450	0.05	0.05	0.05	0.05	0.05
1500	0.05	0.05	0.05	0.05	0.05

LONDON (LIFFE)

25-YEAR GILT FUTURE

Dec	Mar	Jun	Sep	Dec
94.21	94.21	94.21	94.21	94.21

LIFFE EUROSTOCK

Dec	Mar	Jun	Sep	Dec
1000	1000	1000	1000	1000

MONEY MARKET

Trust Funds

CAF Money Management Co Ltd

Trust	Value
CAF Money Management Co Ltd	100.00

CHICAGO

LIFFE EUROSTOCK

Dec	Mar	Jun	Sep	Dec
1000	1000	1000	1000	1000

£ IN NEW YORK

Forward premiums and discounts apply to the US dollar

Period	Rate
1 month	1.5030-1.5040
3 months	1.5040-1.5050
6 months	1.5050-1.5060
12 months	1.5060-1.5070

STERLING INDEX

Index	Value
1000	95.0
1050	95.0
1100	95.0
1150	95.0
1200	95.0
1250	95.0
1300	95.0
1350	95.0
1400	95.0
1450	95.0
1500	95.0

CURRENCY MOVEMENTS

Bank of England

Currency	Rate
US Dollar	1.5070
Japanese Yen	160.00
Deutsche Mark	2.9650
Swiss Franc	1.4500
French Franc	6.5500
Italian Lira	1360.00
Spanish Peseta	166.64
Portuguese Escudo	200.48
Belgian Franc	36.36
Dutch Guilder	3.7603
Austrian Schilling	13.7603
Irish Punt	0.787564

CURRENCY RATES

Bank of England

Currency	Rate
US Dollar	1.5070
Japanese Yen	160.00
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Swiss Franc	1.4500
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OTHER CURRENCIES

Bank of England

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Japanese Yen	160.00
Deutsche Mark	2.9650
Swiss Franc	1.4500
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Irish Punt	0.787564

MONEY MARKETS

UK rates stay firm

INTEREST RATES continued to rise on the London money market yesterday as sterling weakened. The Bank of England seemed keen to keep the short end of the market tight. A large credit shortage was forecast, but no early help was offered.

On the short end of the market, the lowest level since the pound became a full member of the European Monetary System, reflecting fading hopes of early cuts in UK bank base rates.

Economic news had little impact. A fall of 0.5 per cent in UK August industrial production was an improvement on the revised July fall of 3.3 per cent, but the market was looking for a rise of around 0.2 per cent. A September public sector borrowing requirement of £1.4bn was in line with most expectations.

Three-month sterling interbank rose to 13.12-13.14 per cent from 13.11-13.13 per cent. The 12-month money rate rose to 13.13-13.14 per cent from 13.12-13.13 per cent. December short sterling futures opened weaker at 86.70 and fell to a low of 86.61, but rallied to close at 86.70.

compared with 86.74 previously.

Day-to-day credit was in short supply on the money market. The Bank of England initially forecast a shortage of £850m, but revised this to £950m at noon and to £900m in the afternoon.

Total help of £212m was provided. Before lunch the authorities bought £450m bills outright, by way of £50m bank bills in band 1 at 13.12 per cent; £10m Treasury bills in band 2 at 13.14 per cent; and £350m bank bills in band 2 at 13.13 per cent. In the afternoon another £212m bills were purchased, via £10m bank bills in band 1 at 13.17 per cent; £20m Treasury bills in band 2 at 13.14 per cent; and £182m bank bills in band 2 at 13.13 per cent. Late assistance of around £100m was also provided.

In Frankfurt call money eased to 8.05 from 8.07 per cent ahead of this week's repurchase agreement tender by the Bundesbank. The market waits to see if the central bank fully replaces DM222.5bn draining today as two earlier facilities expire. The Bundesbank has set a two-tranche tender for 28 and 83 days at variable bid rates.

In Brussels the Belgian National Bank cut the rate on four-month paper, issued by the Securities Regulation Fund, by 0.5 per cent to 9.0 per cent.

FT LONDON INTERBANK FIXING

3 months US dollars

Rate	Value
3 months US dollars	1.5070

MONEY RATES

Treasury Bills and Bonds

Instrument	Rate
Treasury Bills	13.12
Treasury Bonds	13.14

LONDON MONEY RATES

Overnight

Rate	Value
Overnight	13.12

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on about 4,000 bond issues and about 1,000 short-term notes

Cost: US\$ 3,600 per year

FINANCIAL TIMES WEDNESDAY OCTOBER 17 1990

MONEY MARKET FUNDS

Money Market

Trust Funds

CAF Money Management Co Ltd

Trust	Value
CAF Money Management Co Ltd	100.00

Money Market

Bank Accounts

CAF Money Management Co Ltd

Account	Value
CAF Money Management Co Ltd	100.00

STERLING INDEX

Index	Value
1000	95.0
1050	95.0
1100	95.0
1150	95.0
1200	95.0
1250	95.0
1300	95.0
1350	95.0
1400	95.0
1450	95.0
1500	95.0

CURRENCY MOVEMENTS

Bank of England

Currency	Rate
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Japanese Yen	160.00
Deutsche Mark	2.9650
Swiss Franc	1.4500
French Franc	6.5500
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Portuguese Escudo	200.48
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Portuguese Escudo	200.48
Belgian Franc	36.36
Dutch Guilder	3.7603
Austrian Schilling	13.7603
Irish Punt	0.787564

MONEY MARKETS

CROSSWORD

No.7369 Set by QUARK

Across

- 1 In M got abrasive with emery (8)
- 5 Father of 1 across? (6)
- 9 In M could be quite hard (8)
- 10 He contributed to M and went on working (8)
- 11 Formal designation in colour given a different name (8)
- 12 One regarding centre of polar region (8)
- 14 Cut off the head - but no trace perhaps (10)
- 22 Type of slope? (6)
- 23 Forward different times, including month and day (8)
- 24 Unskilled worker down under to stir up a fight (10)

Down

- 1 Child's vehicle with wheel up for painting (8)
- 2 The earth's sphere is a circle with a belt distorted (8)
- 3 A statement in M a student missed in fairness (8)
- 4 Unskilled worker down under to stir up a fight (10)

CANADA

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 49

هكذا صحت القليل

NASDAQ NATIONAL MARKET

Some prices October 18

[illegible]

**4pm prices
October 16**

[illegible]

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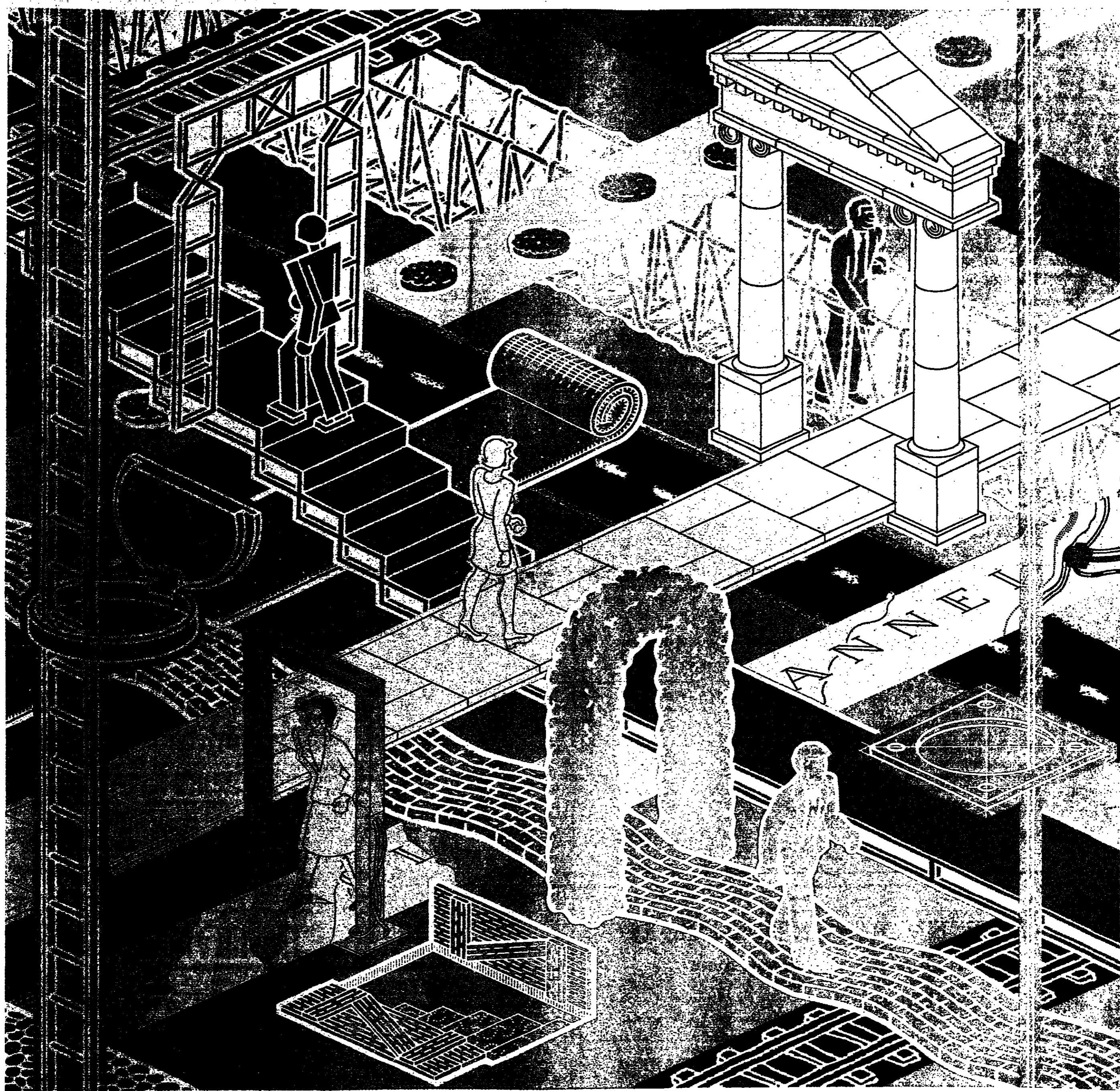
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CareerChoice

TWO - PART COMPREHENSIVE GUIDE TO GRADUATE OPPORTUNITIES



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■Body language ■Testing for drugs ■Symptoms of madness in employers ■Plug into a network ■Regional choice ■Jobs for the girls ■The 'cricket test' ■Mature students ■International prospects

Section 1: Choosing a career. Section 2: A complete A to Z guide to graduate opportunities

The introduction

EMPLOYMENT OUTLOOK

Fear of recession casts a shadow over job market

Education Correspondent Norma Cohen looks at prospects

THERE IS no question that the job market for many graduates will be tougher this year than for some time past. Not only has the much-vaunted demographic time bomb failed to make a dent on the numbers entering higher education, but employers are feeling the pinch of near-recession. High interest rates and high energy prices are prompting companies and public sector employers to cut corners everywhere they can.

However, it is too simple to say that demand for graduates is falling. Instead, according to the Institute for Manpower Studies (IMS), a two-tier market for graduates is emerging. According to Mr Geoffrey Pike, research fellow at IMS, demand for graduates in technological and scientific fields is stronger than ever, as universities report declining numbers of applicants seeking courses in these fields.

Indeed, employers are reaching further down the qualifications scale, hiring those with higher education diplomas to fill scientific jobs. One in three employers in a recent IMS survey reported difficulty in hiring qualified graduates in these fields. No other category of graduate created such recruiting problems for employers.

A recent survey by the Association of Graduate Recruiters found demand for computer scientists and engineers continuing to grow, while the overall number of job vacancies has fallen.

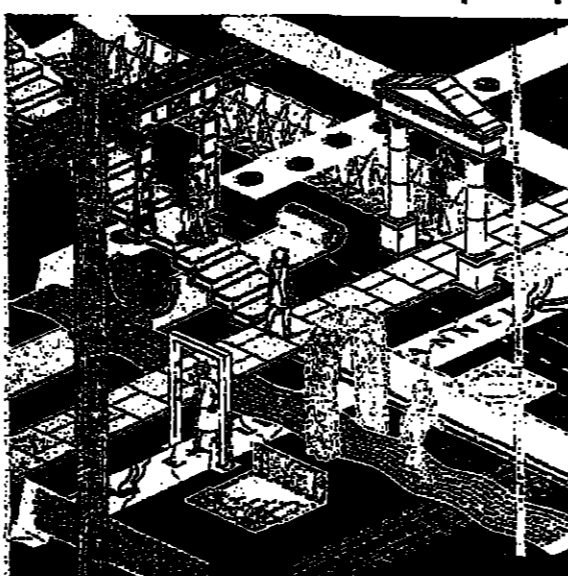
But those graduates with liberal arts or generalists degrees are likely to have a tougher time than their predecessors in the late 1980s. The data show that graduates with arts degrees are more likely than average to be without jobs six months after graduation.

Anecdotal evidence also confirms the downturn in demand for graduates. ICI, for instance, is one of several companies reporting that they plan to restrict their graduate intake this year, while other industries remain equally affected.

One recent survey, for instance, found that the percentage of graduates entering careers in banking and finance fell to 5.6 per cent in 1989 from a peak of 7.3 per cent in 1986.

However, graduates need not despair. For one thing, bear in mind that the quality of your academic credentials is only one factor employers take into consideration when making decisions about hiring.

Personality, enthusiasm, and motivation all count. Also, many jobs are unadvertised, often with smaller companies, and may provide you with opportunities you have not yet even considered.



The milk round is a phenomenon you are likely to encounter on campus later this term, when a host of eager employers do the rounds of the universities and polytechnics

Also, recruitment efforts are likely to be as strenuous as ever. Although overall demand may have fallen, employers still believe it is necessary to hire talented, intelligent young people and they are willing to compete fiercely for the best.

Meanwhile, the decline in overall job vacancies appears to have had little impact on the infamous "milk round" with more companies than ever eager to tout themselves to graduates.

The milk round is a phenomenon you are likely to encounter on campus later this term, as a host of eager employers do the rounds of the universities and polytechnics.

Each one will demonstrate many good reasons why you should consider working for them, and it will be up to you to examine their presentations carefully. In this survey, you will find articles helping you to make sense of recruiting literature.

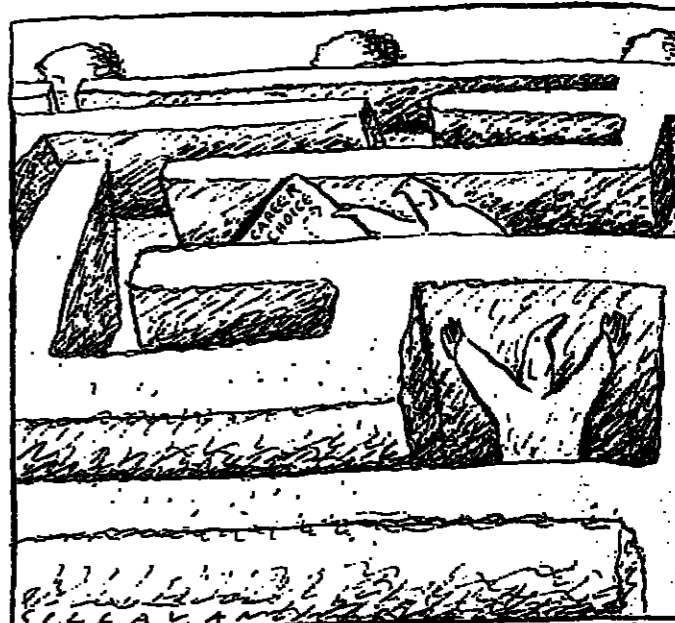
The AGCAS/CSU survey found that 34 institutions actually reported an increase in the number of companies appearing on the milk round in 1989. Furthermore, companies have significantly broadened their search for qualified people to include more polytechnics and colleges, suggesting that the perception of degrees from those institutions is rising in the estimation of employers.

The survey also found good news in the increasing willingness of employers to consider applicants who had taken a year off after graduation to travel abroad or to pursue other interests. Indeed, several are now pitching their recruitment efforts at those seeking short-term employment for the year off, increasing options for graduates.

One new factor that is shaping the employment picture for graduates is the rapid approach of European integration in 1992. The AGCAS/CSU survey found that employers from Continental Europe are slowly starting to participate in campus milk rounds and this summer's London Recruitment Fair contained a "European Pavilion" with eight employers. Meanwhile, some UK institutions publicise employment opportunities in Europe. For those with languages in particular, the approach of 1992 opens new avenues of career opportunities that have not even been explored yet.

So there is little need to approach the career hunt with trepidation. In this survey, we take you step by step through the process, offering advice on the very wide range of career opportunities available to graduates in all disciplines and suggesting ways to put your best foot forward.

So good luck!



Direction-finder for graduates

Hints on how to use this guide

IT IS probably best to view CareerChoice as a kind of shopper's guide to job-hunting, a guide that will take you step by step through the process of making up your mind. The guide is designed to keep in mind the specific issues facing graduates, as well as to provide you with up-to-date and accurate information covering more than 80 careers.

In Part One, we've tried to give you the basic picture about the market for job-hunters under the heading The Choice. In the section covering The Market, we tell you what salaries are likely to be, where the jobs are, and how likely you are to settle into a career in your first job. Remember, like love, a job may not be forever, so we lay out the options for you.

In the section on The Strategy, we describe the nuts and bolts of job-hunting. We tell you how to write a curriculum vitae and covering letter, and we have asked graduate recruiters to tell us about some of the real bloopers they've received over the years. Our article on killer CVs suggests ways to avoid shooting yourself in the foot. We also offer a few thoughts about lying.

In the section on The Interview, we describe good interviewing technique, and we've asked employers to tell us about the sort of dress code they expect applicants to follow. (For most job interviews, men should remove the ear-ring, they advise).

Also, our fashion writer, using student models from City of London Polytechnic and Westfield College, London, shows you how to pull together an attractive interviewing outfit at a price a student can afford.

Under the heading The Alternatives, FT writers tell you about non-traditional job-hunting techniques, as well as what the job picture is like in Britain's key regions.

But what if you've followed the best advice on career hunting and still do not have a job? In the section marked The Reassessment, we suggest options for your next move.

Under the heading The Obstacles, we discuss the par-

ticular difficulties that women, older graduates and members of minority groups may have in obtaining the jobs of their choice. We offer some practical advice for coping with these obstacles and highlight the experiences of those who have been there.

Finally, in the section The World, we urge you to think international. We've included a series of articles called "So You Want to Work In..." which covers France, Italy, Germany, the US and the European Commission in Brussels. We also discuss the implications of 1992 for job-seekers and talk to some employers who are interested in hiring outside the UK.

In Section 2, FT writers describe career opportunities in more than 80 fields ranging from the sublime to the ridiculous, all in alphabetical order.

Are you interested in being a rock star or joining the recording industry? Arts management? Acting? Would you like to make Green issues your life's work? Then see our article headed Environment. Or if your tastes run to the more traditional, there are four articles on the engineering industry and an equal number on Law.

Even if you think your qualifications are not well suited to a particular industry, it may be worth your while to read the article anyway.

Our construction writer, for instance, found employers intensely eager to hire arts graduates.

Each article sums up the latest industry trends, telling you whether the sector has been hit by mass redundancies or faces intense competition from foreign firms.

We have also included articles for graduates with degrees in Economics, Languages and Mathematics, outlining the myriad career opportunities that exist in these disciplines.

At the bottom of each article is a section entitled Further Information in bold type. This gives names and addresses of people and organisations who can provide further details about careers.

Norma Cohen

TRAINEE INVESTMENT MANAGERS Allied Dunbar Asset Management

Founded in 1971, Allied Dunbar has long been recognised as an innovator in the UK financial services industry. With an approach that has revolutionised the life assurance industry, we have grown dramatically over the last 20 years - and that growth continues. Today we have over 3,200 employees and serve over one million clients. We are the UK's largest combined unit-linked life assurance and unit trust group.

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We are a young organisation based in the heart of London's West End and we are looking for two graduates with, or on their way to, a 2:1 or better to join us in Summer 1991. Your specific disciplines will be less important than an analytical mind, a keen

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We are an Equal Opportunities Group. Applications are welcome regardless of age, sex, marital status, ethnic origin or disability.

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مركز اختيار المهنة

The choice

CRUNCH TIME

Stand back and look critically at yourself

John Thornhill examines ways of choosing a career

IT CAN be a terrible feeling. You start your final year without a clue about what you are going to do at the end of it. You see your friends disappearing surreptitiously to the careers advisory service and then, somewhat alarmingly, hear them talking animatedly about interviews and salaries, speaking in a jargon that you do not understand, nor care to.

Your parents quiz you anxiously about what you intend to do after graduation. Your teachers ask the same and you lie awake at night worrying about the future.

To compound your misery, the bar-room bores sneer that your student days are numbered; that the best days of your life will soon be over; that bourgeois respectability beckons. A car, a mortgage, 24 children and the commuter train loom ominously on the horizon.

But all is not quite the picture of unremitting gloom you at first imagined. It is, of course, possible that the whole world is conspiring to deprive you of the opportunity to fulfil your natural talents but it is highly improbable.

In spite of the recessionary tinge to the UK economy, unemployment among graduates is still low - around one in 20 - and, what is more, some people have been known to enjoy their jobs. Yes, there is life in the "real world" and much pleasure, too.

The other gratifying piece of knowledge you might take comfort from is that you are not alone. According to a recent study, nearly half of all final-year undergraduates had not decided on their career path until they reached their final year. Indecision is common.

The crunch issue is how to go about ensuring that you choose the right future for yourself and this article suggests ways to find that elusive job. But it has to be stressed that there is no easy or perfect solution. Careers advisers cannot hand you the answer on a plate, nor can careers guides spell out the magic formula. It is up to you to find it.

The first and best place to begin your search is with yourself. Before deciding on a career, it pays to analyse as objectively as possible your strengths and weaknesses.

Some careers advisers recommend that you write down

Self-assessment

LONDON University careers service has adopted a systematic method of self-assessment called Caters. By answering all the categories honestly, you can gain a better idea of where you should begin to look.

Circumstances - what are the factors that will limit your future career options? Are you tied to an area of the country by family or friends? Is there financial pressure for you to earn money quickly?

Abilities - this is usually the hardest area to assess because of the difficulty of being objective. But you should consider what class of degree you're likely to achieve, your level of numeracy and literacy, whether you're a born leader or a fixer, how conscientious or lazy you are.

Timing - how quickly do you need to find a job? Do you want to take a year off to travel or to work abroad? Do you want to postpone the whole messy process for a while and do a post-graduate degree?

Emotional Response - how would you feel about working for various organisations? Would you feel that you had "sold out" if you became an accountant? Would it worry you to work in a high pressure environment or do you want a more laid-back lifestyle?

Strategy - how do you intend to go about achieving your goals? If you want to find a job on the milk round you had better get cracking soon. If you want to wait until after finals and search for a job at the summer recruitment fairs, then you can afford to adopt a more leisurely plan.

These characteristics because this will help concentrate your mind and force you to address the negative as well as the positive sides of your abilities. You may also wish to ask friends for candid assessments of your personality because they will give a far more objective appraisal of your talents.

Computer aids - such as Gradscope, Cascade and Prospect - can also be used for this purpose, although many careers advisers feel these devices are of variable use. But by analysing your abilities you can begin to narrow the range of possible careers.

For example, if you feel you are exceptionally good at communicating with people you may wish to use these skills in a range of professions, such as teaching, marketing, social work or journalism. But if you are not one of life's natural extroverts you may be inclined to look at careers where you can exercise other skills.

Unless you already have a burning desire to follow a particular path, you will probably find it easier to decide what you do not want to do.

Some of these decisions will be easy. Working for an accountancy firm is not a good idea if you are immemorable. By using this process of elimination you can, with a little thought, preclude many of the career options outlined in the second section of this survey.

Think also about your specific interests and the type of occupation which excites you. Write down these interests and reflect on whether you would ideally wish to pursue these in a career or whether you would be happier to keep them as leisure activities.

Although you may come fully alive only when listening to heavy metal music, it might well be that you would not choose to become a rock musician... but then again you just might.

Once you have made a preliminary assessment of your areas of interest you will be in a far better position to benefit from the guidance your careers service can provide. They should, at least, be able to give you some idea of whether your ambitions are realistic or completely off the wall. They will also be experts in telling you how to find out more about your areas of interest: whether you need further training; how many vacancies there are in that field; what the opportunities are like; which companies recruit graduates from your degree discipline.

At this point the search becomes really interesting and can often be fun, for it boils down to matching your ideal expectations to real-life possibilities. A career in the civil service, for example, is not sufficiently appealing because it may mean living in London. A career in teaching may not attract because the pay is too poor. Only you can evaluate such competing issues and rank your order of priorities. Only you can decide.

SO YOU fancy a balloon trip across the Kalahari Desert? A canoeing expedition down the Amazon? Or, perhaps even a spell of voluntary work?

Well, there will probably never be a better time to follow your fancy and indulge your whims. Never again are you likely to have so much flexibility and so few commitments as the period after graduation.

Furthermore, you are likely to be in good company, and employers are increasingly willing to be flexible about hiring you, according to a recent survey conducted by the Association of Graduate Careers Advisory Services and the Central Services Unit. The survey found that interest in settling on a long-term career immediately after graduation has declined. The number of graduates entering direct into full-time employment in 1989 fell to 47.9 per cent from 51.5 per cent just one year earlier. Meanwhile, employers are increasingly prepared to keep an open mind. Indeed, several have begun to tailor recruitment literature for the graduate seeking short-term opportunities using such phrases as "We equip you for life".

But if you do want to take a year off, it still may be wise to dip your toe into the market and test the temperature.

The contacts you make and the knowledge you gain may prove invaluable when you start hunting for a job in earnest. And you may even find an employer who is willing to wait and who encourages you to seek adventures before embarking on a career.

A good reason for starting the job-hunt while at college is because it is easy to do so. As an undergraduate you are much in demand and companies scramble to sell themselves as potential employees - a process never repeated in the outside world. There is also ready access to information and a careers advisory service. It may be worth competing for jobs in your final year but letting your prospective employer know of your plans. Many employers, particularly in the private sector, offer students deferred entry and can be surprisingly flexible.

Almost a third of Unilever's graduate intake, for example, postpone their entry for a year. The company is happy to let them do so in the belief that it



After graduation, there'll never be a better time to head for the wild blue yonder

BREAK POINT

Up, up and away...

Pros and cons of taking a year off examined by John Thornhill

will have more mature and worldly-wise employees.

However, some employers are less accommodating, and this may become increasingly true because of the uncertain economic times ahead.

"With the impending recession it becomes more difficult to predict how many vacancies you will have in 12 months' time. This makes it hard to offer deferred entry," one recruitment manager explains.

Smaller companies, in particular, may find it impossible to match the flexible practices of their bigger competitors, and

are more likely to insist that students join them as soon as possible.

If you decide to postpone your job hunt and head immediately for the wild blue yonder, then it would make sense to return in time for the welter of summer recruitment fairs.

These are often enormous events with scores of companies in attendance and many jobs on offer. Last year, the biggest of these fairs, organised by the University of London Careers Advisory Service, attracted more than 200 employers and 10,000 students.

Another good way of searching for jobs is to scour the Current Vacancies list, which contains dozens of opportunities. These lists are available from your careers service.

Chris Giblin, who has just graduated from Bristol University with a degree in biochemistry, is setting off on a year's trip around the world. But before doing so he is trying to arrange a place at law college and a sponsorship from a City firm. "I want to know what am coming back to as I don't know what the job market will be like when I return," he says

SNOB APPEAL

Degrees of prejudice

Norma Cohen on polytechnics versus universities

FOR YEARS, the conventional wisdom has been that you go to a polytechnic when you cannot get into a university.

Although for a very large number of polytechnic students that has never been the case - and is less so now than ever before - unfortunately some employers still see it that way.

It is fair to say that some polytechnic students who had thought of attending university, were unable to do so because of poor A-level grades.

While many have blossomed in higher education, careers officers acknowledge some of Britain's most respected employers still hold their polytechnic degrees against them.

While careers advisers are reluctant to name publicly employers who are reluctant to hire polytechnic graduates, privately they reel off a list which includes some of Britain's household names.

"It's still harder for the polytechnic camel to get through the eye of the needle at companies like these," said Ms Pat Pearce, head of the careers service at Central London Polytechnic.

"Some employers still look more favourably at a student with good A-level grades and a 2.2 grade at university than a student with poor A-levels and an honours degree from a polytechnic," said Mr Paul Grant, senior partner at the Job Shops, a recruitment consulting firm with branches at Leicester University and Nottingham Polytechnic.

Counsellors acknowledge that for some employers university entrance "points" based on A-level grades still act as a screening device to weed out unsuitable applications. The big accountancy firms and City law firms are the most frequent users of this system.

Still, by all accounts, employer attitudes towards polytechnic graduates have improved markedly, even within the past three years, Ms Pearce says.



newer institutions producing fewer graduates than universities, they have done remarkably well in selling themselves, particularly as providers of high-quality technical and business education.

For certain kinds of qualifications, employers even say they prefer polytechnic graduates, especially those who have been through "sandwich courses" involving work placement.

Indeed, a recent survey by the Association of Graduate Careers Advisory Services and the government's Central Services Unit reveals that the number of companies who visit polys during the milk round, has risen significantly in just three years. Milk-round employer bookings at polys in 1990 averaged nearly 80 per institution, up from 57 in 1987. Meanwhile, the average number of milk-round bookings at universities totalled about 143 in 1987, falling to about 141 in 1990.

And, perhaps because of the business orientation of many polytechnic graduates, they are more likely to be employed full-time immediately upon graduation, the latest statistics show. In 1989, 60.6 per cent of university graduates immediately found work, compared with 70.7 per cent of their polytechnic counterparts.

sity graduates may have been depressed by the number of graduates doing post-graduate work, the statistics reveal polytechnic students are at least as employable, if not more so.

Mr Eric Whittington, senior careers adviser at City of London Polytechnic, believes the profile of polytechnic graduates has improved as earlier graduates move up into middle and senior management positions. "Now they are coming back to their old institutions to recruit," he said. "Employers are waking up to the fact that polytechnics are not second tier."

For those polytechnic graduates facing the job market for the first time, careers counsellors offer this advice. Mr Grant says students should consider applying to small or medium-sized companies which offer good training, rather than going for blue-chip names.

"Don't compromise on training, but do consider a less well-known firm," he urges. Once you have been through a good training programme and have earned a professional credential, your polytechnic background almost does not matter, he says.

Ms Pearce says students would do well to present themselves to recruiters at as many career fairs as possible. "Sometimes those who have been unlucky in a paper sift [of job applications] have been lucky in a careers fair. They come across much livelier in person and ultimately it's personality that employers are looking for."

Also, she urges graduates to prepare themselves for the interview by considering how they will answer a question about why they attended a polytechnic rather than a university.

Rather than dwelling on, say, poor A-levels, the student should talk about the skills they have learned at the polytechnic, particularly those which demonstrate leadership

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CARDIFF	LIVERPOOL	STIRLING
DUBLIN (Trinity College)	LONDON	STRATHCLYDE
DUNDEE	LOUGHBOROUGH	SUSSEX
DURHAM	MANCHESTER	WALES
EDINBURGH	NEWCASTLE	WARWICK
EXETER	NOTTINGHAM	YORK
GLASGOW	NOTTINGHAM (Polytechnic)	

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Would your company like to be put in touch with motivated undergraduates at 31 institutions nationwide? Do you have recent graduates on your staff who would be good ambassadors for the company and who would benefit from steering a group of students during an intensive 4 day course?

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CRAC Insight Programme, Sheraton House, Castle Park, CAMBRIDGE, CB3 0AX
Tel: (0223) 460277 Fax: (0223) 311708

The market

CHANGING JOBS

A first employer is not forever

Michael Smith analyses why some trainees drop out

JANE CROSS* was left in no doubt about her employers' annoyance when she handed in her resignation at the advertising agency where she had begun her post-university working life as a graduate trainee 18 months before.

Until then, the managing director had always been friendly, she says. "After I resigned, he ignored me, even when he saw me in the corridor. I could not believe it."

The managing director's attitude may have seemed petty. But his frustration is perhaps understandable.

Estimates of turnover in graduate recruits vary but most employers feel they are lucky if they can hold on to half their trainees for more than five years.

In industries, where the trainees do not come out with a formal qualification at the end, the wastage rate is even higher.

According to Mr Stuart Rochester, of the Association of Graduate Recruiters, employers accept they will inevitably lose some of their graduate recruits to other employers in similar fields.

"Procter & Gamble will suffer from marketing trainees moving on to, say, Mars, but then they will get some of the Mars former trainees. Where it hurts is when the former trainee goes into an unrelated area."

However, try as they might, employers will never be able to

avoid losing people to other employers, related or not. It is not entirely the fault of employers. Many graduates never intend to stay with their first employer for much longer than their training period.

Ms Paula Grayson, chair of a recruitment working party at the Institute of Personnel Management, says that a recent, unpublished survey for private clients by an opinion poll organisation, found that about half of graduates starting training courses did not expect to stay with their employer for more than three years.

Another difficulty, says Ms Grayson, is that some graduates suffer from the cultural change between university and work life, with the most vulnerable period being between one and two years after starting their first job.

"Some see themselves changing and they do not like it. Others find they misinterpret what the job was."

Employers also have to face the fact that many graduates join without any burning sense of vocation. Mr David Atkins, a 25-year-old graduate of Birmingham University, chose to join an accountancy firm because he thought it would provide a training which could leave his career options open.

He had ideas of working in business afterwards but after thirty months' training as an accountant he decided on a completely different career path, teaching mathematics.

"Accountancy was hard work but that was not reflected in the amount of satisfaction I got out of it," he says. "In teaching the rewards are more direct, partly because you are working more with people."

Mr Atkins thinks he should have left accountancy a year earlier but he has no regrets about embarking on the traineeship in the first place because "it made me think about what I wanted to do". He has few complaints with the company with which he trained or the training it gave him.

Jane Cross, who moved this year from public relations to a marketing job, is rather more critical of her training and the job she did for her former employer.

"They promised so much but failed to deliver," she says. "There were supposed to be regular training days but they were few and far between. The in-house trainers often did not turn up and when they did they offered an insightfully low level of guidance."

If there had been more job satisfaction Ms Cross might have stayed longer. In fact she found little to stimulate her.

"I had hoped to get involved in communications and strategy. In fact, a lot of the job was booking hotels for company chairmen or making sure that press releases got to journalists."

According to the Institute of Manpower Studies, the disillusionment experienced by Ms



Cross is not uncommon, partly because employers make unrealistic promises in their attempt to attract the best candidates.

In a recent report, You and Your Graduates, IMS said that the reality of the job does not always meet the expectations. This leads to disillusionment, demotivation and even early leaving.

The report was aimed at advising employers but graduates seeking jobs have plenty to learn from it. Ms Wendy Hirsch, one of the authors, says

the main problems for graduates to watch out for are:

■ Whether the jobs they go to, on joining the company, are meaningful;

■ Whether the company has oversold the job or training scheme;

■ Whether the managers are interested in training;

■ Whether there is a proper feedback scheme so that trainees can air their grievances and discuss their problems;

■ Whether there is a career structure after the training scheme ends.

But even graduates who take

this advice will by no means be guaranteed to find the right scheme. For some, the only method of discovering they are in the wrong field is by getting into it first.

Ms Clare James* thought she had a career carved out in personnel management when she joined the graduate trainee scheme of a large retailer. She left after 11 months.

Part of the problem was that she was given a general training in retailing when she was really only interested in personnel. "I did not give a damn about how many blouses were

sold each week and I showed it."

"What seemed to matter was not so much what you were doing but whether people knew you were doing it. They were trying to turn me into something I was not."

In the end Ms James decided to get out of the training scheme and of personnel and is looking for a job. "I want to do something where I have my own pet project," she says.

* Jane Cross and Clare James are assumed names to protect the identities of the interviewees.



How times have changed. Albert Finney smoulders over his lathe, the typical worker of thirty years ago

BRAVE NEW WORLD

Work today isn't what it used to be

John Gapper looks at the changing demands of the workplace

IN THE 1960 film Saturday Night and Sunday Morning, Albert Finney is a lathe operator in a Nottingham factory. He machines metal parts under a milky-white emulsion of oil and water. As his work is checked by a foreman, scores of other men can be seen behind him doing exactly the same thing.

Finney's character lives in a terraced house a bicycle ride away from the factory. His leisure time is conditioned by the demands of work: he lives for the weekend when he is released. His ill-fated attempt to break away is prompted by his job and the circumscribed domestic life it delivers him.

Thirty years on, machining of parts is largely carried out by computer-controlled lathes, and work outside factories is changing even more.

The Finney character and his work contained a number of stereotypes of Britain in the early 1960s which are being increasingly undermined:

■ **Skill:** A lathe operator was a fairly high worker in post-war Britain. But the skill demands of today's technology is forcing a sharper divide between blue- and white-collar

work. The old wedge of skilled manual workers is being pushed into higher-level technician work.

Forecasts by the University of Warwick show falling demand for only one section of workers up to 1995 - unskilled and semi-skilled operatives and labourers. The biggest leaps in demand are for professional and managerial employees - up some 1.3m jobs on the level of 1986.

■ **Sex:** Despite the history of women's participation in factory work during the two world wars, skilled jobs in the 1960s were overwhelmingly occupied by men. But the proportion of women workers in Britain has been rising steadily. By 2000, they are expected to form 44.4 per cent of the workforce.

In turn, this is undermining the convention of men at work being supported by women at home. Domestic demands are increasingly intruding on work as tasks such as caring for children can no longer be easily contracted out to a sexual partner.

■ **Time:** Finney's character works a standard 40-hour week over five days, with a

two-day weekend. Even for engineering workers, this conventional pattern of working time is starting to break down: workers at Rover Group have this year agreed to 24-hour shift patterns in return for reduced hours.

Part-time work has risen enormously in Britain over the past decade. Warwick has forecast that part-time jobs will increase by 1.27m up to 1995, bringing 28 per cent of all employees into part-time employment. Experiments such as job sharing are also increasing.

■ **Industry:** The collapse of manufacturing industry in the recession of the early 1980s has been followed by a growth in jobs in the service sector. At the time of Saturday Night and Sunday Morning, less than half the number of jobs were in services; more than two thirds of workers are now employed there.

Even within manufacturing, the large factory has suffered as an employment centre. Employment within factories devoted to mass production has fallen sharply as standard repetitive tasks have been automated. More jobs are

devoted to innovation, and development of products.

■ **Workplace:** The separation of workplace and home was a phenomenon of the industrial revolution. The technology of mass production demanded that people were pulled into factories rather than carrying out work at home. But technology is now offering a return to the past.

The Henley Centre for Forecasting has suggested that 20 per cent of all days at work could be carried out at home by 1995, encouraged by the spread of computer-based work and office technology such as fax machines. The growth of white-collar work will raise the number of those who may work at home.

An upheaval in working patterns is also being encouraged by broad changes in the make-up of the workforce. In common with other industrialised countries, Britain will suffer until the turn of the century from the hangover of the baby boom and the ensuing fall in the birth rate.

The result is a fall in the number of young people entering work, and an ageing of the workforce. In the early 1980s,

the number of older workers dropped through enforced and voluntary redundancy, but the proportion is now rising again. Some 59 per cent of workers will be over 35 by 2000.

Together with the rising number of women working, this is likely to mean that more workers will have to combine domestic responsibilities with their careers. Not only will a greater proportion be bringing up children, but others will have to care for elderly relatives.

Charles Handy, a visiting professor at the London Business School, suggests that more workers will lead a "portfolio life" in which they will allocate a mixture of work and other responsibilities to different chunks of time. It will be accompanied by a rise in self-employment.

All this indicates that a typical job for a worker of the future is going to be less predictable than in the days of Saturday Night and Sunday Morning. The lifetime of unchanging commitment that so frustrated Albert Finney's character may not even be an option for many of us.

MONEY TALK

These are the cheques employers are writing

Look after yourself - but short-term avarice could hurt in the longer term, warns John Gapper

IF SALARY is what counts most, the message is clear enough: do not seek a job in public services.

Public service jobs, ranging from social work to management, pay new graduates peanuts when salaries are compared with those in law and finance.

Of course, after three or four years of surviving on a student grant supplemented by work in the vacations and a large bank overdraft, any annual salary may seem enormous.

But think twice before coldly seeking out the best-paid career above all other considerations. Forty years is a long time to spend regretting avarice in a career you cannot bear.

Most students seek work in a particular field for many reasons other than money. Those who do opt for highly paid but dull work can become losers when they drop out after a year or two.

Seeking the highest-paid opening position may not even make much sense financially, given the narrow spread of starting salaries for graduates. Many employers tend to follow each other closely across sectors in their offers.

Thus the typical first degree graduate in 1990 - a person aged 21 with a second class

salary of £11,375. This is a respectable 10.1 per cent increase on the starting salary last year.

The range of salaries for beginners is far narrower than that across most companies at higher levels: the salary paid to the top 10 per cent of graduate earners is £13,620, while those in the bottom 10 per cent still receive £10,000.

The increases in salaries have happened despite a slowdown in the demand for graduates. Last year's strenuous efforts by employers to attract recruits, seemingly at any cost, have been replaced by a more relaxed approach.

Companies belonging to the Association of Graduate Recruiters - which calculated the figures above - expect to have a total of 19,381 graduate vacancies in 1990 and anticipate filling 19,201 of them. This is a shortfall of only 3.4 per cent, which is the lowest for some time, and well below the 7.5 per cent figure of May 1989. The lesson is that employers still prize graduates enough to pay well, but will remain selective.

At the top end of the salary range in forecasts by companies belonging to the AGR are sectors such as legal services, energy and water, and chemicals.

catering, accountancy and public services.

Legal services companies are offering a median starting salary of £15,225, while employers in energy and water have increased salaries by 14.3 per cent as they move out of the public sector into private ownership.

Public services employers are still offering the lowest starting salaries, with a median of £10,800. The smallest increase in starting salary since 1989 is the 7 per cent registered by food, drink and tobacco employers.

However, a closer look at salary variations shows that industrial employers match each other relatively closely in salaries to new graduate recruits. In non-industrial sectors such as banking and the civil services, salaries vary much more.

Among industrial employers, the median salary is estimated at £11,500 this year, with those in the upper tenth of payers offering £13,000. The lowest tenth among industrial companies will pay about £10,500.

Among non-industrial employers the range of salaries is from £15,000 in the upper tenth to £10,000 in the lower tenth. This reflects the wider range of jobs in these sectors and the split between public

A salary survey this summer carried out by the Central Services Unit showed some of these disparities in the non-industrial sectors. Management and computer consultants were offering the best starting salary at £12,188.

This contrasted with average offers of £9,518 in the civil service, £8,216 in local government, £9,625 in insurance and £9,423 in retailing. The offers from industrial companies were more solidly bunched around the £10,000 mark.

The range of job offers on the CSU's Forward Vacancies bulletin showed the narrow range of salaries for different types of work as well as between sectors. All the listed jobs came with salaries between £9,000 and £11,000.

Those studying for different degrees had earnings potential ranging from £9,481 for some social science subjects to £10,928 for surveying. However, the range again fell entirely between £9,000 and £11,000.

In short, competition for talent - compounded by competition on the milk round - has forced employers to offer roughly similar salaries. When income tax and national insurance is deducted, the difference between £9,000 and £11,000 shrinks even further.

Salaries vary more widely

Ireland, jobs are offered at an average of £12,300; in East Anglia, £9,800.

Those seeking work in London can expect a sizeable weighting allowance in addition to basic salaries. Employers in the upper tenth are paying inner London allowances of £3,200, while £2,247 is the average. In outer London, the average allowance falls to £1,200, although the upper tenth of employers was paying £1,950. Separately, an average allowance of £750 can be expected in large cities and regions around them.

The difference between public and private sector employers has also shrunk because of the difficulties local authorities and others have had over the past two years in attracting the right quality of graduates.

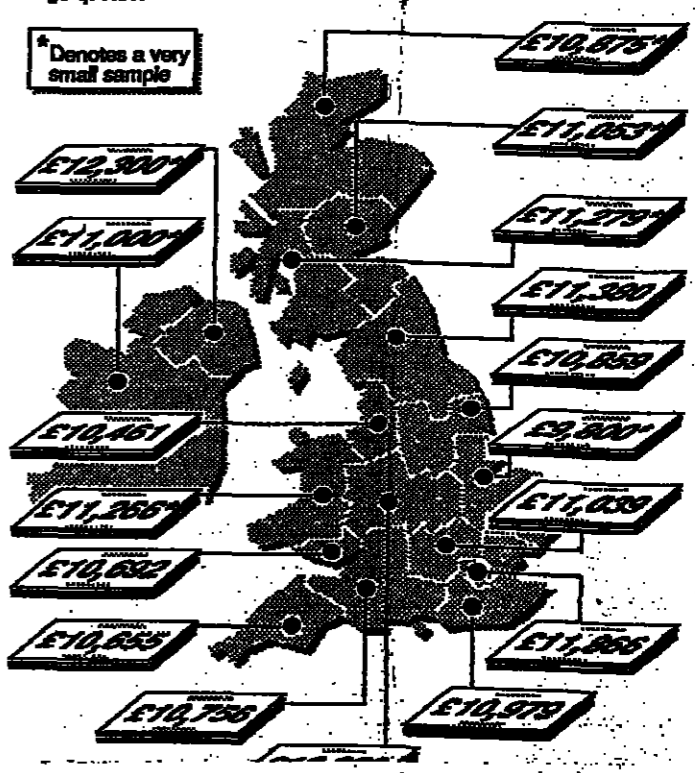
But consideration of starting salaries may not be as significant as consideration of salary progression as you move up in seniority.

So, tempting as it may be simply to apply to the top-paying employer, longer-term considerations such as job satisfaction are likely to be more important.

Information drawn from The Association of Graduate Recruiters' Graduate Salaries and Vacancies Summer Update 1989/90, CSU, November 1989, Q1.

Salaries by location - Summer 1990

Bonus, commission and London weighting have been excluded as far as possible and the salaries are always taken at the lowest point of any range quoted.



مركز البحث

The strategy

VIEW FROM THE BRIDGE

The captains of industry tell all

Charles Leadbeater finds out chief executives' view of graduates

UNDERGRADUATES setting out for a career in business, confident that their degree will be the foundation on which they can build, might ponder the case of British Airways.

Lord King, chairman of British Airways, and Sir Colin Marshall, its chief executive, have been credited with turning the company from an ailing nationalised industry into one of the most successful airlines in the world. Yet neither went to university.

However, non-graduates such as Sir Colin and Lord King are to a greater extent exceptions in business today. Management is increasingly becoming a career for graduates.

In the boardrooms of the best British companies it has become trendy for industrialists to argue that the development of their staff will be the key to their future success.

However, successive reports (by the National Institute for Economic and Social Research and the Government's Training Agency) have found that for too many companies this interest is no more than lip service.

The lack of input at this level is more worrying if one takes into account the fact that the quality and quantity of the supply of graduates is becoming a significant concern. It may not seem obvious to the

average undergraduate, but the captains of British industry are increasingly worried about British graduates.

It is not simply that senior executives believe that universities and polytechnics produce too few appropriately qualified graduates. Many believe the problems begin at school, with too little emphasis on subjects such as mathematics, physics and chemistry, which should be the breeding ground for future engineers.

Some of the most progressive companies also recognise much of the responsibility for the problem lies with their own inability to offer the sorts of careers which will attract people. Leading companies are establishing links with universities, polytechnics, sixth form colleges and schools to ensure they stand the best possible chance of recruiting the sorts of graduates they want.

For companies pursuing global investment strategies, in industries where products are becoming increasingly sophisticated and complex, the quality of a country's education and training system is a vital ingredient in competitiveness. The ability to offer a well-trained workforce is crucial to attract investment from international companies.

Indeed some British companies go so far as to suggest that the higher quality and

greater quantity of engineers in continental Europe make it easier to run factories abroad.

Mr Barrie Stephens, chairman of Siebe, which has emerged as one of the fastest-growing UK engineering groups in the last decade, says: "It is easier to run factories in Italy and Germany because there are many more qualified engineers around to run the plants."

Mr Paul Tosch, chairman and managing director of Vauxhall Motors, the resurgent British subsidiary of General Motors, stresses the importance of developing young managers.

"Increasing sophistication and technological advancement in products, manufacturing processes and administration in the motor industry, together with the toughest competitive environment in our history, make future management of the very highest calibre a key success factor for companies aiming to be among the leaders," he says.

Vauxhall will recruit about 50 graduates this year, more than double its intake in 1988. "We expect high standards and, in return, recognise the need to offer attractive and progressive career opportunities."

With that, Vauxhall's approach to training has changed. Mr Tosch explains:



Lord King, chairman of BA: a rare non-graduate at the top

"We are taking a more flexible approach to the deployment of graduates within the company so that the general abilities of the candidate may well outweigh consideration of the specific type of degree."

"Our finance department has recruited three bio-chemists,

whose analytical abilities are well suited to the department's needs."

Sir Colin Marshall says of British Airways's graduate intake of about 200 a year: "Generally we find the calibre of graduates is very high, as most come to us with a certain

amount of business awareness regardless of the degree course they have followed.

"We look for self-motivated, energetic individuals who understand the value of good teamwork and have good interpersonal skills as well as academic qualifications."

Mr David Lees, chairman of GKN, the leading British automotive group, concurs: "Management development is going to be one of the most important tasks facing us in the 1990s. Establishing a cadre of ambitious, professional international managers will hinge on recruiting and training the right sorts of graduates."

Sir Denys Henderson, chairman of Imperial Chemicals Industries, Britain's largest manufacturing company, says: "We have been meeting our needs for graduate recruitment. However, we are concerned about the future supply of scientists and engineers, particularly given the shortage of science and mathematics teachers in schools."

Although ICI says it is never short of applicants, there are concerns about the quality of some chemistry graduates. Britain's chemistry-based industries, such as chemicals and pharmaceuticals, are strong relative to its physics-based industries such as engineering. In those industries the concerns are perhaps even more intense.

Mr Tim Page, director of personnel at Dowty, the aerospace engineering group, says the quality of graduate recruits deeply concerns its senior executives, such as Mr Tony Thatcher, its chief executive.

Mr Page says: "Senior executive concern about the quality of graduate recruits has been very strong, in terms both of quality and quantity."

Mr Page says Dowty is relatively insulated because it runs an extensive sponsorship programme, with graduate recruitment in effect starting with sixth-formers.

These sponsored students account for most of the company's graduate recruits. The scheme costs about £1m a year. Investment on that scale is only possible with commitment from the most senior executives, who oversee the scheme.

Dowty, in common with other groups, has had to develop a more structured approach to recruitment in the past five years. Mr Page says: "Ensuring the right supply into the industry requires more than just sponsorship. I demand a series of action right from the primary school to encourage teachers not to neglect mechanical skills through to secondary school and sixth-form colleges."

Talking to senior executives one gains the impression that able graduates should be in a attractive position for the next two years. Because the Cit and professions such as accountancy and the law attract a significant proportion of science and engineering graduates, industry has had to respond by making itself more attractive.

Dr Richard Sykes, the chairman of Glaxo Group Research, the research and developer arm of Glaxo, Britain's largest pharmaceutical company, takes a particularly keen interest in trends affecting the supply of science graduates.

Dr Sykes says: "There is no doubt that the lower number studying science, coupled with the continued demand from non-traditional employers such as the larger firms of accountants, has meant that great efforts have been required to meet our needs. Demand is the best can only intensify."

COMPANY HYPE

Employment process is two-way traffic

John Thornhill takes a critical look at recruitment brochures

others in their sector, to discover whether the image bears any relation to reality or whether it is simply a marketing device.

The unwary could also be trapped into accepting uncritically a company's description of the jobs it offers.

For example, Andersen Consulting, the consulting arm of the accountancy firm, is deluged with applications every year, partly, no doubt, because

it styles itself as a glamorous consultancy firm with high pay and travel opportunities.

But the jobs that entrants are likely to do at Andersen bear little relation to those in the strategic management consultancy "boutiques", such as McKinsey and Boston Consulting Group. Rather, they compare with jobs at the big computer companies which give their graduate employees far less exciting job titles, like

"systems programmers" or "systems engineers."

These computer companies do not attract nearly as high a proportion of applicants as Andersen Consulting, but arguably offer far broader career opportunities. It is well worth checking on a job's substance and not merely accepting its title at face value.

Students should also check that the general image of a company does not cloud their

assessment of it as a potential employer.

Marks and Spencer, for instance, has had a consistently high corporate image among students, and recently came top of a poll of best companies in Business magazine. But jobs at Marks and Spencer, like its knickers, are not to everyone's taste.

Irene Roels, who joined as a graduate trainee, left after three years, frustrated with the company's restrictive culture. Although she admired M&S's professionalism, she wanted the opportunity to contribute more creatively.

"The training is very much by rote, and you cannot bend the rules. The senior people must be given due respect and cannot be criticised. The company holds your hand for too long," she says.

You may or not feel this way. But at the very least you should closely question those who work for M&S and make sure you are informed of what it is like to be an employee.

Perhaps the most essential fact to remember about the recruitment process is that it is a two-way street. It is as much about you choosing an employer as it is about an employer choosing you. You should therefore treat a company's brochure in much the same way as the company treats your CV.

Scrutinise the facts, investigate unexplained areas, question the sweeping assertions and challenge any unsubstantiated claims.

"What do you mean when you say that your broadcasting company treats every employee with the utmost respect," Mr Melly?

"What evidence is there that your company is committed to the community, Mr B'stard?" Even if you don't get the job you will certainly ensure a lively interview.

LATE OPTIONS

Post-graduate alternatives

Paul Abrahams counts the cost of staying or

AS YOU watch your contemporaries fight for opportunities in accountancy and places at law college in an increasingly competitive environment, the option of ducking the whole issue and doing a master's degree or a doctorate may appear rather attractive.

Not least, both options offer the opportunity to study an area of your choice in considerable depth. And, in the case of a doctorate, there is the advantage of there being no exams, although there is something of a megasay crisis at the end of it.

Both doctorates and MAs have the added bonus of allowing you to stay at college, organise your own time - without the need to feel guilty about missing lectures - and, if the research merits it, spend some time abroad. And finally, by doing post-graduate work, you can put off the evil day of making a decision about what you're going to do for the rest of your life.

There is a downside to post-graduate life, however. Doing research, particularly in the humanities, can be a lonely business. Motivation can be something of a problem when the deadline for the dissertation is more than two years away.

You will also need an understanding bank-manager. Funding is far from easy to obtain. For those with means wanting to do an MA, it is possible to pay for oneself. But for a doctorate, the sum of university fees and subsistence over three years is prohibitive.

Poverty is an ever-present concern for a post-graduate. Even if you are lucky enough to get funding, the subsistence allowance is hardly generous. What can be particularly galling is, see contemporaries earning well while you are struggling on a few thousand pounds a year.

The poverty problem is exacerbated by the difficulty of completing the thesis on time. On 55 per cent of those starting humanity PhDs in most years actually finish within four years. Whatever subject you're studying, the chances are you will spend at least a year without funding.

It is hardly surprising, then, that many give up their research after a couple of years. Recent figures show that 15 per cent of those with Economic and Social Research Council grants for post-graduate study withdrew within four years of starting.

A further disincentive is the chances of your doctorate being a passport to the academic life in higher education institutions are very limited.

For example, the History Universities Defence Group estimates that only 1.2 per cent of history lecturers in higher education are aged 30 and under, and that only 19 per cent are under 40. It is likely the same could be said for most subjects.

Since the chances of using post-graduate degree to obtain an academic post are limited, it will eventually be forced on the graduate recruitment market.

Continued on next page



Practical people leading the field practically everywhere!



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Pauls Malt is Europe's leading maltster and one of the largest in the world with a production capacity of over 400,000 tonnes p.a.

Pauls Foods manufacture a variety of food products including breakfast cereals, packet soups, sauce mixes, savoury flavours and flour.

Edward Baker is one of the largest producers of high quality, dry and semi moist complete pet foods.

Opportunities exist for people who are qualified in a wide range of disciplines. We do not believe it is essential to have one particular qualification; we look at the person not just the piece of paper.

HARCROS

Timber & Building Supplies

This Division operates around 240 outlets throughout the UK offering a comprehensive stock range of over 15,000 timber and building products. Our customers are builders of all sizes, from the smallest to the largest multi-national contractor. Each outlet is controlled by professional management, supported by committed employees, trained in the product knowledge and customer care expected by customers used to unequalled service.

Another aspect of our activities is the bulk import and distribution of timber and panel products. The company owns two of the most sophisticated sawmilling and machining operations in the country, at Barking and Widnes.

The Division also operates in the Irish Republic, Australia and the United States.

Building and Construction is one of the largest sectors of the country's economy. It follows therefore that any company supplying its requirements can offer excellent prospects in terms of employment.

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Iron oxide production is another of our major activities. Here again, we manufacture on both sides of the Atlantic.

We are interested in graduate Chemical Engineers and Chemists, to support our many production processes as well as for research and development, together with Mechanical Engineers for the maintenance of a variety of process control plant and equipment.

LINEATEX

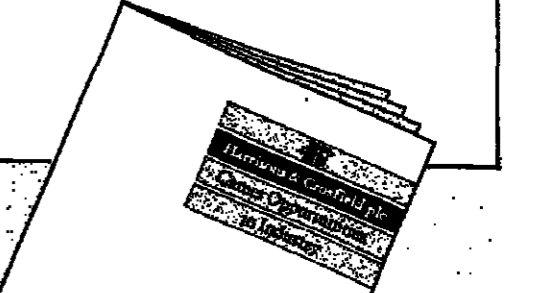
This Division, with operations in North and South America, Europe and Asia-Pacific, provides a range of products and services particularly for mining and environmental technology-related industries. The core of the company is the manufacture of equipment utilizing Linatex wear-resistant rubber. This is produced in our own factory in Malaysia.

Emphasis is placed on good product design and in-depth knowledge of markets and applications. A unique aspect of the business is the combination of rubber technology with mechanical engineering.

An ability to understand customers' problems and to provide solutions will be important. Good communication skills are a prerequisite.

To obtain information on career opportunities with any of these Companies, please apply in writing to John Barnard, Group Human Resources Manager, Harrisons & Crosfield plc, 20, St. Dunstan's Hill, London, EC3R 5LQ.

Harrisons & Crosfield plc



The interview

DRESSING UP

Time to hang up your jeans

... but the alternatives need not be dull, says Lucia van der Post

THE INTERVIEW is looming. It's the job of your dreams - or maybe it isn't but you need it badly - and you are well aware that a lot is riding on the outcome. You've prepared yourself as well as you can: studied the company, its ethos, its needs and what the job entails, but then you are faced with the problem of WHAT TO WEAR.

It's quite a jolt in the days when a few pairs of jeans and T-shirts are all you need, to realise that you face a life-time of "appropriate" dressing. The facts of the matter are that how you look will affect the way you are perceived. It's not enough to be able to do the job; you have to look as though you can do the job and that means scuffed shoes, ill-cut hair and crumpled suits will have to go.

If all that sounds a bit depressing, take heart from the fact that simply because you have to be dressed appropri-

ately, it does not mean you have to be dressed boringly. Today there are more stores than ever eager and willing to provide a look that is suitable, fun and adaptable at prices that are exceptionally good.

The basis of the working girl's wardrobe will probably be a jacket. This could either be short and cropped or long and curvy, but try not to choose anything that looks too bossy or reeks of executive bustle. The jacket should work with trousers, the newer ski-style preferably, as well as with culottes, or a long or short skirt.

In my opinion, soft suits (as opposed to tailored versions) are the most flattering, and possibly the most interesting way to put one together is to buy a jacket and skirt that work both separately and together. For instance, in our picture Kate is wearing a check tweed Chanel-style

jacket which comes with a matching tweed skirt but we preferred to team it with a black riding skirt, which looked younger, fresher and less severe. The suit itself comes from C&A and costs £89.99.

The clever way for those with limited finances to stretch their wardrobe is to mix and match, and these days the shops and chain-stores that specialise in the less expensive, younger end of the market all have collections geared for this.

For instance, at Debenhams we chose a light green skirt for Kim and with it she could have worn either a poloneck sweater, a silky T-shirt or a "body" and topped that with a three-quarter length, swing jacket (very Fifties, very "in") or a matching green short, slightly curvy jacket, or a toning floral version - each would have looked good and

ish extras to add a bit of dash to any outfit.

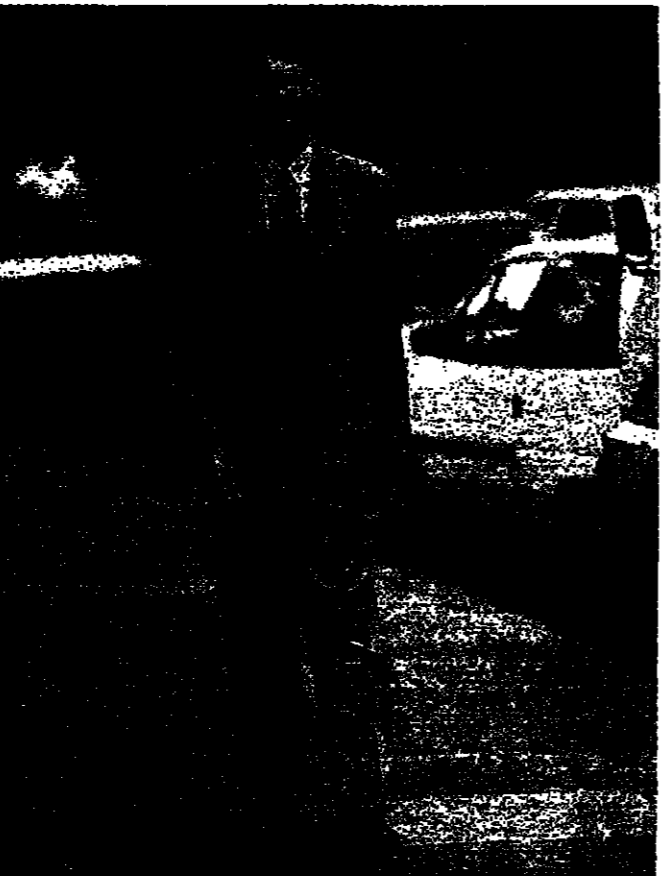
Winter coats do not seem high on anybody's agenda - which could save a lot of cash. Serapes are the thing which is handy, since a serape, unless it comes in cashmere, usually costs a great deal less than a winter coat. Cheapest serapes I know come in navy from Asda and cost a mere £24.99, but you will find them in every colour somewhere on the high street.

For chaps, suits are more or less *de rigueur* - unless you are entering one of the so-called "creative" professions, when you will find the unwritten strictures just as severe but a lot less clear.

The great bonus of the suit is that it simplifies dressing. As ever, the classic suit, particularly if in an inexpensive fabric, looks best in navy, black or grey. Buy the best quality you can afford, and for those who are finding that getting kitted



AFTER: Happily transformed - Kate Lloyd and Martin Lindsay

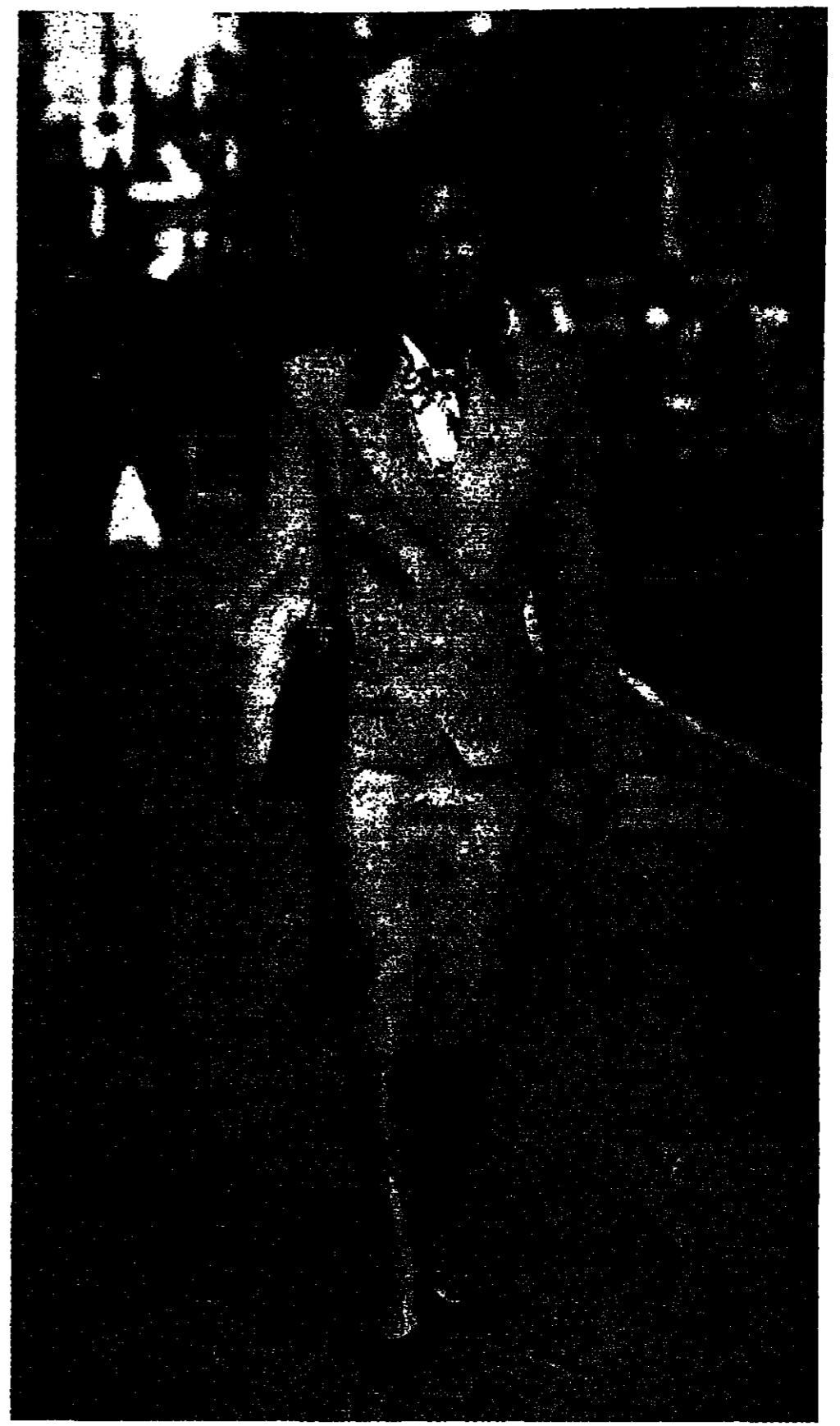


AFTER: Paul Birkett as the very model of an interviewee



BEFORE: A student couple

BEFORE: Kim Donovan at play



AFTER: A city-slick Kim Donovan set to take on any interview panel

each completely changes the mood.

When it comes to choosing the jacket, try to buy as high a quality as you can afford - the better the quality, the longer it will go on looking good.

The old advice about shoes and handbags used to be to buy nothing but the best - these days when low pumps often look best with the new ski-style trousers and the longer skirt, even as up-market a shop as Harvey Nichols is selling excellent, plain flat black pumps for £12.95.

The clever chains such as River Island, Miss Selfridge and Debenhams are doing jaunty handbags for well under £20 a time which, in my opinion, are more suitable for the very young than staid and cheap copies of classics.

River Island often has excellent-looking shoes at very low prices - they may not last forever, but they are well-styled and far from the shiny plastic versions that were all the cheap shops once sold.

As ever, the classic Chanel-style suit is much in evidence, and the easiest way to upgrade a chain-store version is to sew on classier buttons. At C&A the purple, lilac and black version costs £69.99, at Debenhams there are some at £64.98.

Above all, though, do not look too staid. Nobody wants to employ the dullest girl on the block. A pair of witty earrings, or one big, bold brooch, can "lift" even a very plain jacket. Both Hennes and River Island are excellent places to hunt for inexpensive but styl-

out before you get the first pay packet is a trifle tough, the cheapest all-wool suits I could find were by George Davies at Asda. George Davies has always specialised in a lot of style for money, and his single and double-breasted pure wool grey-flannel suits at £89.99 take a lot of beating.

C&A has always been another stopping-off point for the fashionably-minded and hard-up - as with every chain-store there are some horrors around, but if you keep your taste buds on full alert it is possible to dress stylishly at a surprisingly low cost.

Once the pay packets start rolling in, you could look at the City Collection - priced at the higher end of the usual C&A range (for instance the suit worn by Martin, photographed, is £120), here are pure wool suits that could go anywhere.

Next and Principles are two other chains that have tried to give a classy, classic look at young pay-packet prices, so take them in on your trawl through the shops.

Debenhams is another haven for the hard-up snappy dresser - suits start at £89.99 (although pure wool ones start at £140), shirts (a poly-cotton mix) at £8.99 and leather shoes at £27.

Shoes and ties you should try not to stint on - classic leather shoes, after all, never go out of fashion and will last for ever, while cheap ties can make even an expensive suit look tacky.

Kim Donovan is 22 and is studying social science and administration at Goldsmith's College, London. She turned up looking brown and athletic with tiny shorts, a pink T-shirt, a denim jacket and an enviable mane of wild curls. She looked good in most things but we settled for a dark yellow suit in 70 per cent polyester, 30 per cent viscose with a straight skirt (£22.99) and jacket trimmed with a black velvet collar (£42.99). With it she wore a blue patterned shirt from the Anne Brooks Petite collection (£22.99). The black suede shoes were £19.99, and the patent handbag, £16.99. All from Debenhams. We calmed her hair down with a firm Alice band, gave her a little make-up and she looked ready to take on any interview panel.

Paul Birkett is 21 and is studying design at the City of London Polytechnic. He expects to spend about £100 on a suit - he owns two already - and even though in the world he's aiming for, suits aren't *de rigueur*, he

would wear a suit for an interview. He liked the Prince of Wales check suit in a 60 per cent wool, 40 per cent polyester mixture at £110, and with it chose a cotton-rich (70 per cent cotton, 30 per cent polyester) blue striped shirt with button-down collar, £14.99. The blue paisley patterned tie is silk, £10.99, and the brogues are leather, £29.99. All from Debenhams. Suits start at £89.99, pure wool suits at £140.

Martin Lindsay is reading politics and government at City of London Polytechnic. He turned up in his student gear of jeans, sweatshirt and jacket and we searched for something from C&A's newly-launched City Collection. As he is splendidly built, being some six foot tall with a chest size of 44-46 and size 14 shoes, we thought the City Collection did well to meet his needs. We found a stylish green-grey double-breasted suit, 65 per cent wool, 35 per cent polyester by Angelo Litzi which fitted him beautifully - the jacket (£90) and the trousers (£40) can

be bought separately (a good idea is to buy two pairs of trousers for every jacket - a good way of extending the life of a suit). With it we put a 100 per cent cotton shirt by Westbury, £19.99 (they come in sizes 14-16 and a patterned silk tie for £12 C&A's new City Collection can be found from the city branches C&A and in about 40 of its stores). Kate Lloyd came in wearing very worn, patched jeans and baggy T-shirt but was transformed by a combination of a checked tweed Chanel-style jacket teamed with a black riding skirt. The jacket in purple, lilac and black is part of a suit in a wool/acrylic mix which sells for £89.99 and the black polyester riding skirt sells for £24.99. We accessorised her outfit with lilac felt hat and a black velvet band at £17.99, a tuscany pink sweater at £24.99 and a match scarf at £9.99. Because Kate is tall (5ft 10in) we suggested blouson flaties (£25.99) worn with opaque black tights, £1.50. All from most branches of C&A.

BEFORE: Design student Paul Birkett as his friends know him

PITFALLS

Suit yourself appropriately

Antonia Sharpe gives some timely tips

WHEN it comes to dressing for your interview, it pays to turn up looking clean, smart and business-like, because that first impression is so important. Use your common sense - let your qualifications do the talking and not your clothes.

Graduate recruitment officers are well aware that students do not have a lot of money to spend on work clothes and they do not expect you to turn up in a suit from Savile Row or Chanel. But the old adage "Never brown in town" still holds true, especially in the financial services industry. So when you are going out to buy your interview suit, choose dark blue or grey. White socks are also frowned on, unless you are applying for a job with a Swiss company.

Women should be wary of wearing smart trousers because the interviewer may not be the young, trendy executive they met at the company's presentation on the milk round but could easily be an elderly, old-fashioned but very senior manager who might not approve. Too much make-up and bright nail varnish could also be off-putting. Remember, you are dressing for work, not a night on the town.

Hemlines are another sticky point. Most graduate recruitment officers interviewed for

acceptable. But before you buy your interview suit it may be worth sitting down and crossing your legs in the shop to check that the skirt does not ride too far up your thighs.

A smart appearance reassures the company interviewing you that you really want to work for them. Mr David Clifford, the student recruitment partner at KPMG Peat Marwick McLintock, the accountants, says: "We offer 1,000 places a year and we might have 10,000 applicants. The candidate's appearance shows how badly they want the job. If they come looking scruffy I will think that they do not want this job."

The interviewer also has to consider the candidate will one day be an ambassador for the company when visiting clients. Mr Clifford points out that smartly-dressed employees form part of the professional image Peat Marwick wishes to

personal contact. First impressions are important because that is what clients see," he says.

Clean hair, hands and nails are important too, especially if you are seeking a career in the food industry. Mr Nick Green, graduate recruitment manager at Sainsbury, says the candidate's dress attire does show something about the individual. "Even if we are going to put them into a uniform when they come and work for us in the retail division, they must come dressed for business. Men should wear a suit and tie and women should be in business attire," he says. Long hair on men and dangly earrings on women would not go down well with store managers who also conduct interviews, he adds.

It might be wise for men to part company with their pony-tails and earrings, if they have them, when they go for interviews. "Pony-tails and earrings

ciently unusual to not be entirely acceptable in the City yet," Mr Clifford says.

Obviously there are some careers, such as advertising, where dress attire is more relaxed. "If you are going for a job in the creative department of an advertising agency, where people wear whatever they like to work, they would find it a bit peculiar if you turned up in a pin-striped suit and tie," says one director of an advertising agency. But he hastens to add that if you are applying for a job in the section handling accounts, which is the public face of the agency, then business suits are the order of the day. "It would not help if you turned up in a latex mini-skirt and Doc Martens."

"Clients do judge you by your appearance and if you turned up looking dishevelled they are less likely to take what you say seriously. If you look a mess they will assume that everything you do is a mess," the director says.

Looking the part will help enormously in bolstering your self-confidence when you go for that all-important interview and a smart appearance might give you the cutting edge if you are neck and neck with another candidate for the job. There will be plenty of time once you have your foot in the door to show off your dress flair - but it is best not to



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Interviewers have rigorous selection techniques. Beware of too laid-back an attitude

CRITICAL ADVICE

Face-to-face survival course

How to keep your cool: tips from Marian Edmunds

IF you are going into an interview ensure that all your nerves are fastened.

First advice comes from the recruitment manager. One of the big clearing houses, usually candidates have to enter the cloakroom before the interview and, in a state of nervous anticipation, forgotten to make a last-minute check.

Interviewers generally find it as kinder to the candidate if they do not alert them to such indiscretions so that they can maintain their composure. If candidates find themselves in that embarrassing position, it is best not to get angry. Attend to the problem and avoid being distracted. The bank manager recalls a candidate whose earring had fallen to the floor during the interview. She continued as if nothing had happened winning admiration for not being flustered and maintaining her concentration.

Similarly, Mr George Short, training editor at Reuter, recalls one applicant who dropped a briefcase full of papers on the floor during an interview. In spite of entreaties to leave it be, she insisted on crawling around the floor after them, exasperating the patience of the interviewers. She was not hired.

There is no denying attention to dress and accessories is important but the interviewers are looking far beyond that.

Even a handshake may help an interviewer form an opinion. A mental note will be made of someone with a sweaty or wet handshake, a limp handshake, or a hand-wringing grasp.

A tip is to always open the door with your left hand to avoid a clumsy handshake as you enter the room.

To be really successful at an interview candidates need to sell themselves. They should avoid monosyllabic replies and should ask intelligent questions. According to the bank recruitment manager, too many people ask banal questions.

The candidate who asks intelligent, thought-provoking questions can turn the interview in their favour. Mr Short says he is particularly impressed by candidates who appear to be listening carefully to the answers and who respond with a good follow-up question.

Try to anticipate the questions and inform yourself about the field in which you hope to work. For this reason, it is advisable to do some research on the company or on the industry. "The best interviews become conversations," says the bank manager.

Ms Liz Wallace, British Airways' graduate recruitment co-ordinator, suggests candidates compile a list of questions for the interview. This could trigger lively discussion and ensure that questions already answered in the company literature are avoided.

Ms Wallace advises candidates to bring copies of their application forms to the interview for reference. She urges candidates to make sure they can justify achievements listed in applications.

Interviewers prefer candidates talking about small but independent achievements - something where they displayed initiative and dedication.

Applicants should be ready to discuss achievements, however trivial they may seem, openly and freely. "Many candidates underestimate themselves," says Ms Wallace.

Last year a woman was interviewed for the position of trainee account director at JWT, the advertising company. The applicant described how she searched London for a particular hat for a theatrical production in which she was involved. The search summoned her ingenuity, her dedication and three days of legwork. She found the hat and she got the job.

Among her interviewers was Mr William Eccleshare, JWT's head of account managers. He prefers to meet a candidate who displays imagination.

Candidates who want to get ahead in advertising, says Mr Eccleshare, should not be dull. Even account directors do not have to wear pinstripe suits. Nothing puts off Mr Eccleshare more quickly than candidates who have researched magazines such as Campaign and who reel off the cost of big

promotions in the industry over the past six months.

A candidate's demeanour and attitude are crucial. One of the most common mistakes is a laid-back approach. Candidates who appear laid-back may be considered too casual for the job.

Flippancy is another fault. Candidates should err on the side of formality, says the bank manager.

He suggests candidates should steer the interview round to their strengths. Many a candidate has talked themselves out of a job.

"Know yourself," he said, "particularly if you tend to witter on."

It might seem a basic tip but punctuality is also very important. A two-day assessment proved a waste of everybody's time when one candidate overslept and was late for one of his interviews.

KILLER QUESTIONS

When interviewers go for the jugular

Keep cool, says Emma Tucker

A HASTY straw poll among young working acquaintances, revealed that the most loathed interview question was "Where do you see yourself in five years from now?"

"If I had been honest," said one person polled, "I would have told them I saw myself working for another company. Besides, how do you answer that question without sounding unbearably arrogant?"

But is it really such a dreadful thing to ask? Consider the fate of applicants to OC Sandler, a London-based management consultancy firm where Mr Adrian Darbishire, recruiting officer, asks what A-size paper you get if you stick together three sheets of A4.

Those calm enough to answer correctly - just under 40% (the "just under" is important) - are awarded five bonus points.

Mr Darbishire says he sticks to technical questions because, like most management consultants, he is not trained in interviewing techniques.

"I don't know of any management consultant who has been trained to interview people including me. So instead of asking character questions, I ask heavily factual ones," says Mr Darbishire.

His point is valid. While companies are increasingly revising the way interviews and, indeed, overall selection are carried out, many still rely on out-dated interview questions that fail to uncover what is pertinent to the job.

The result is that, apart from tricky technical questions, there are roughly three types of killer question that graduates should be on the look-out for.

The first type is the plain stupid question - when untrained interviewers seek to embarrass the applicant by asking questions like, "What would you do if I fell off my chair and started foaming at the mouth?"

"Stupid questions like that are sometimes asked by interviewers on ego trips who are abusing the power of the situation," says Dr Clive Fletcher, professor of psychology at Goldsmith's College, London, and author of *How to Face the Interview*.

"Those questions don't assess the ability of the candidate," he adds.

The same can be said of questions such as "excite me", "interest me" or "sell yourself", unless perhaps the candidate is applying for a job as a salesman.

But as Professor Fletcher says: "Stupid questions are killers but they are also killers for the organisation."

"Candidates are more willing to accept job offers from trained interviewers than from untrained interviewers," he says.

In these days of increased competition for graduates companies are soon likely to wake up to the notion of the interview as a PR device.

The second type of killer question is perhaps more killer than others, and is also illegal. "Are you thinking of having babies?" How does a woman - or man come to that - answer the question without jeopardising her chances of getting the job.

"Interviewers are supposed to ask the same questions of every candidate," says the Equal Opportunities Commission.

sion. "Asking that question is discriminatory and we have won cases over it."

A suggested answer is: "Not in the immediate future, but isn't that the answer you would expect to get anyway?" Otherwise a woman should have no qualms about lying through her teeth and taking the matter up if and when she gets the job.

Even if an employer does not ask the babies question it might probe into other areas of personal life. An applicant who got through the first round of interviews with Unilever, was asked at a later interview whether he had a girlfriend.

It was hard to see the relevance of this question to the job and the candidate was left wondering whether he was suspected of being gay. It later turned out that the interviewer was seeking elements of stability in what he considered to be the turbulent lifestyle of the applicant.

There are also the embarrassing killers that one can



only pray not to be asked, such as the reference to the blot on the CV question: "Mr Brown, what did happen in 1982?" or "Ms Smith, why don't you say what class of degree you received?"

But the trickiest "killer" questions of all, and ones that you are more likely to come across, are the ordinary but lethal questions. And here we come back to the "where do you see yourself in five years from now?" types.

"More often than not it is the simple things that candidates fall down on," says Professor Fletcher.

There is no solution other than to prepare yourself. You will not be able to answer convincingly "What are your weak points?" or "Why do you want to work for us?" unless you have thought about the answer.

Meanwhile, back at OC Sandler, Mr Darbishire is busy inventing new killers for next year's applicants. "I'm thinking of asking, 'How many grammatical mistakes were there in your letter of application?' We received 60 CVs and only five were free of any obvious spelling or grammatical mistakes," he says.

So, before even contemplating those killer questions, perhaps you should look to your grammatical skills. Otherwise you might end up suffering the fate of a fellow FT journalist who was asked to spell cemetery when he applied to the *Morley Observer* and failed.

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PERSONALITY TESTS

A question of competence

Mike Dixon discusses selection methods



make psychological assessments of people doing the jobs and of their bosses. The assessments are analysed for detailed traits which evidently make a difference between good performers and mediocre ones.

The analyses are used in drawing up a prototype questionnaire, which is then put through practical trials before the final form is decided. The reliability of the test has been found to be similar to that of IQ tests - about 12 per cent more accurate than could be explained by chance alone.

An oddity is that sometimes, although a trait thrown up by the analysis is clearly linked statistically with success in a job, the reason why it should be so is an enigma. For example, studies of pub landlords have shown that the good ones tend to share a particular sort of honesty.

Suppose someone telephones the tmh, say, asking for a man,

who, although in the bar, signals that he does not wish the caller to know it. The good landlord will be apt to tell the caller: "He says he isn't here," and hang up. But nobody seems to know why.

Another comparable test job-seekers may meet is the "structured interview" developed by the US-owned Selection Research consultancy. It hinges on the theory that people's capabilities can be divined from the detailed things they say. "Highly productive people in any line of work know something different and talk differently," to mediocre or low producers," explains Dr Donald Clifton, the consultancy's chief, formerly a professor of psychology at the University of Nebraska.

His words are backed by the fairly common experience of first doubting then coming to credit claims made by a

party. "Do you know," they may well say to a friend later, "I'd never have believed the woman in pink had climbed the Elgin, until she said that!"

The structured interview method originates in searching discussions with groups of people demonstrating first-rate in a field of activity, and with others who are average.

The 100-plus fields covered so far range from teaching to ice-hockey playing. The discussions are analysed to pick out specific themes, called "commonalities", mentioned recurrently by the most capable but not by the mediocre.

Commonalities linked with success in a field are then used in designing a set of some 80 interview questions which have been found to trigger mentions of the tell-tale themes by experts.

While the questions are put systematically to the people being interviewed, they are left to answer however they wish. Their replies are recorded and later examined to see how far the interviewee's revealed patterns of thought and feeling match those of acknowledged first-raters.

A further selection method rooted in a similar assumption is "action-profiling", its underpinning theory is that experts in an activity are characterised, not by speech, but by particular ways of moving. Hence, applicants for jobs are interviewed by a trained observer, who assesses whether their body movements are in line with the relevant model.

Devotees of action-profiling claim that it has one definite advantage over methods based on what people say, since the judgment is reached independently of any views expressed by candidates. And it is certainly true that one thing words can always be liars.

The trouble is that so can actions or, indeed, anything else which an employer can observe before the recruit actually gets down to the job.

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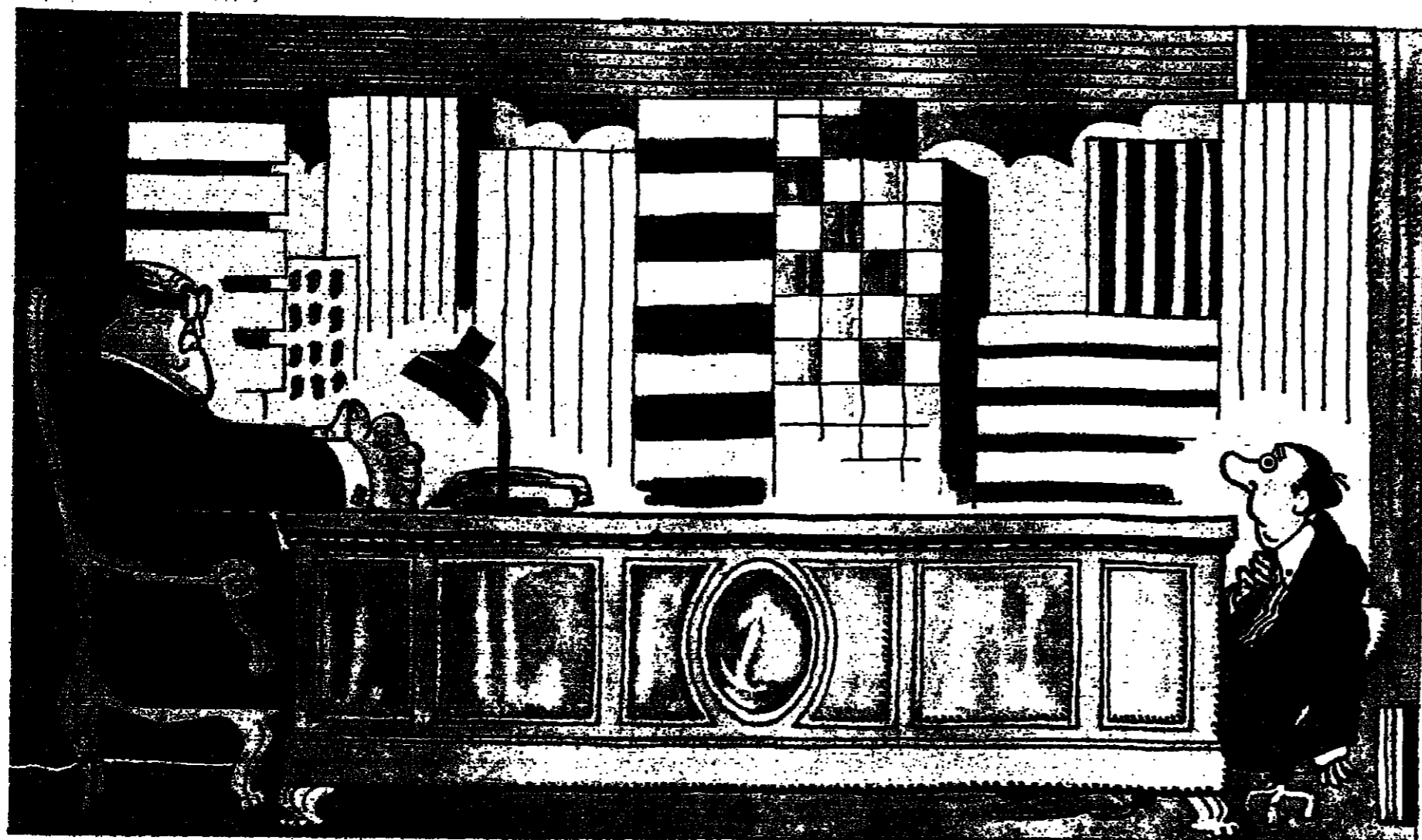
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A GENERAL rule in body language is that the parts furthest from the head are the most difficult to control. So the feet tend to be the biggest giveaway: twitching feet imply unease, while a more vigorous kicking movement can suggest boredom or tension.

During a job interview any leg crossing should be done in the direction of the interviewer as he or she is likely to respond positively on a subconscious level. Everyone's subconscious mind is constantly picking up moods, feelings and impressions through instinct rather than analysis. "We notice things more than we think in terms of body language," says John Rowan, a chartered occupational psychologist who runs body language workshops. "We just know that something is going on but we couldn't put it into words. It influences our behaviour and we are acting as if we understand it. Our little gestures that we're quite unconscious of are often copying the other person's gestures."

An interview can be seen as a game in which there are obvious rules: the clothing

BODY LANGUAGE

Revealing gestures and postures

Within a split second of meeting, some sort of judgement will have been made and these initial impressions are crucial. The interview does not start when you are both sitting comfortably, but from the minute you lay eyes on each other.

Your handshake, the way you walk, your attitude in the chair, how you cross your legs, what you do with your hands, the speed at which you talk — all add up to body language which can be a reflection of conflict between what you really think and what you say. And when the interview is over and you are ready to depart, a glance at the eyes will tell all. Emily Carvill interprets.

must be suitable; the correct questions need to be asked and, most important, the right answers need to be to hand. So often candidates turn up with little or no knowledge of the company to which they have applied. And unless they have an answer to the age-old question, "Why do you want to work here?", they might as well forget it.

Although it is a game it is an unequal one, with the interviewer taking up the dominant position. He or she can set up the furniture in such a way that the candidate feels inferior from the start. A large desk between the two puts the interviewee at a disadvantage before a word has been uttered and encourages that person to be more defensive. "You find

out more about their defences but you don't find out more about them," says Mr Rowan. Within a split second of meeting some sort of judgement will have been made — and these initial impressions can be difficult to shake off. The interview does not start when you are both sitting fairly comfortably, but from the minute you lay eyes on each other. "If

you shuffle in looking disconsolate this will register long before the first word is uttered," says Mr Rowan.

Body gestures can be a reflection of conflict between what you really think and what you actually say. So it is helpful to realise what movements will give you away.

Handshakes are very telling. Many people are blissfully unaware that they shake hands like a damp fish, when the firm, snappy variety will give a much more favourable impression. The moistness of the proffered hand will also be tell-tale: too moist implies nervousness — not necessarily a bad thing; too dry can suggest over-confidence — perhaps more worrying.

Eye contact also plays an important role: it is generally accepted that people who do not look others in the eye

while talking or listening may be concealing something. However, it is important to remember that shyness tends to deter eye contact. But make too much eye contact and people end up staring — this unintentionally communicates aggression and can be unnerving.

A natural reaction to an awkward or hostile question is prolonged eye contact with little blinking. Because this will be perceived as an aggressive form of defence, it is inadvisable. A good guideline is to glance away while talking and hold blinking eye contact when being addressed.

One thing to watch for, says Mr Rowan, is whether one has an open or closed posture. A closed posture is typically crossed arms and legs, suggesting nervousness, and acts as a guard against an anticipated attack. "If the interviewer has

a closed posture, then you want to open it. You do this through humour, eye contact or smiles. Or repeating the words that they have just used which indicates that you're talking that person's language in a very literal way," says Mr Rowan.

Putting a hand to one's face can be a mistake because in body language-speak it suggests that one is lying. It's as if the brain is conveying "I shouldn't be saying this". A child will often automatically put a hand to the face when telling untruths but as people get older they tend to modify their behaviour by scratching the ear or nose instead. Adults are more aware that their body language gives them away so they try to make a conscious effort to control it but often find it remarkably difficult to control involuntary actions.

However, remember that some people scratch their nose simply because it itches.

A good ploy, says Mr Rowan is to speak at the same rate as the interviewer. "If you speak slower then he or she is going to think you're a slacker and you speak faster it gives the impression of being too clever by half. So you take your cue from the interviewer and speak at the same speed and do the same kind of hesitations as then the interviewer will really feel that you are one of us".

It is important to remember that interpretation of body signals varies from nation to nation. "People in the West usually like standing two-and-a-half feet apart whereas in the Middle East you stand about six inches apart. If you can smell the garlic on their breath you're not standing near enough," he says. And the amount of eye contact varies significantly between different cultures.

Bear in mind that when people look at someone they fill their pupils will dilate. So quick glance at the interviewer's eyes as you leave could tell all.

COSTLY HANGOVERS

When positives add up to negatives

Emma Tucker discusses drug-testing in the selection process

DRUGS tests for new employees are fairly standard in the US among leading corporations and there are signs that multinationals may start demanding urine samples for "analysis" in the UK as well. This does not only have implications for the person who dabbles in drugs — who would anyway be well advised to live a month of abstinence before attending interviews — but the innocent use of prescribed drugs for ailments as minor as a cold could also leave damning traces in many of the tests used at present.

In Britain some companies are already screening prospective employees for traces of amphetamines, opiates, barbiturates, cannabis, cocaine and heroin.

If carried out correctly then the companies do not run into legal problems and if traces of drugs are detected, there is

nothing to stop them from turning down an applicant.

If a company does decide to weed out drug-users as part of its selection process, then legally it has to inform the individual why the sample is being checked.

The screening process is complicated and controversial. The chain from the bladder to the laboratory must be fail-safe; in the US official monitors, known as "collection site persons" watch over urinating employees to prevent cheating.

The system is also open to abuse in the scientific methods used to analyse samples. Test results need careful validation and interpretation because both false positives and false negatives can occur.

Medscreen, a UK company that tests for "substance abuse", initially carries out a primary screen for each of the drugs being checked. If the

result is negative then Medscreen gives the go-ahead. If there are positives, then the sample undergoes at least a secondary if not a tertiary screening. Medscreen says that problems with screening only really arise when untrained personnel carry out the tests for drugs.

It is possible, according to Medscreen, for large companies to buy equipment to carry out primary screening themselves. If it shows positive then the company may be tempted to take the safe way out and dismiss the applicant.

However, according to Nicholas Cuthbert, a systems administration manager at Medscreen, there are several reasons why a test might show up positive even if the individual has not been taking drugs.

"Maybe the individual took a particular form of headache pill the night before which

could result in a positive primary screening. This is totally wrong," says Mr Cuthbert.

Similarly, poppy seeds sprinkled on a loaf of bread, can show up as an opiate extract. Applicants could therefore be mistaken for heroin-users simply because they were unfortunate enough to eat a poppy-seed bun for breakfast.

There is no legislation at present in the UK regulating testing methods. The National Council for Civil Liberties (NCCCL) which opposes drug screening on privacy grounds says that the process ought to be controlled.

"If you are going to go into an area which encroaches on people's privacy that is to be justified, then it has to be controlled by statute," says Madeleine Colvin of the NCCCL.

But even if methods were regulated, would screening serve a purpose anyway?

Of all the drugs, cannabis takes the longest to disappear from the body — a month. Alcohol, cocaine and opium disappear without trace in a matter of days.

Even if a drug is detected in a sample, this does not mean that the individual is impaired by drugs. Would it really be fair to refuse a job to someone who may have tried a "joint" three weeks previously and decided that it was not to their liking after all?

Routine drug screening has yet to become as widespread in Britain as it is in the US. So far it is mainly the large airlines and companies involved in sensitive areas such as British Nuclear Fuels that screen applicants.

Esso, the oil company, started testing all applicants for evidence of drugs or alcohol abuse two years ago as part of a comprehensive company policy on drugs.

If a graduate is going to be offered a job, Esso informs them that they have to undergo a medical which includes the screening. Esso says it adopted the policy because of the nature of its business.

"Hydrocarbons are dangerous substances and from a business point of view we have employees making decisions on an awful lot of money," said a spokesman. "So screening makes sense from a public safety and business point of view."

After the initial screening, random tests are carried out only on people in key positions — members of the board, operations managers — and on people who operate machinery such as tanker drivers and people on refineries.

At British Airways there is voluntary screening for applicants who will end up in the cockpit.

BA said that anyone who refused the test would be viewed with suspicion but that in the past four years no one had refused and no one had tested positive for drugs.

Clearly the widespread screening experienced in the US has yet to catch on in the UK. If and when it does, perhaps it will be for different reasons; as one senior management consultant said, the only reason why his company would screen for drugs, would be to make sure applicants were classy enough to take

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ACTION PLAN

Searching inquiry

John Thornhill on how to create your own chances

IT IS a strange fact of life that many of the best jobs are never advertised, especially in some of the more exotic and interesting fields. If you stop to think about it, what did you last see an advertisement for a trustee millionaire or go-go dancer?

Smaller companies, in particular, often cannot afford the time and expense to stage presentations to 80 universities and polytechnics and therefore fill their vacancies through informal networks of contacts and recommendations. But it is often in these smaller companies that many of the more interesting opportunities lie.

Small publishing companies, design agencies, management consultancies and pressure groups can offer far more varied and interesting careers than their bigger competitors but many do not have the resources to spread their recruitment net wide.

Meanwhile, some larger organisations have the opposite problem: a surfeit of applications. The BBC is flooded with thousands of applications for a handful of trainee production jobs. But there are many other points of entry to the BBC, few of which are known to the outsider and which the thundering herd avoid.

The only way to find out about these jobs is to become an insider and to tap these networks. This is often difficult to do but the effort invariably produces results.

The primary need is to know what you want and be deter-

mined to achieve it. If your heart is set on going into publishing then it is surely possible to do so and no-one should discourage you from trying. But there are many small publishing companies which are difficult to find out about and it might require a lot of effort and heartache to succeed.

Creating your own chances in the careers market will be greatly helped if you have a plan of action. It may go something like this:

First, identify target companies and individuals. If you want to go into publishing then find the addresses of as many companies in the field you are interested in and note the names of individuals in those organisations. Careers offices will be a valuable first port of call while public or specialist libraries may well contain more detailed information.

Second, find out all you can about those organisations. Careers offices are often useful and can provide published information about companies as well as their own literature. If you are lucky the careers service files may also contain the names of people from your college who have gone to work for these companies, how an offer was made to them and their views on their jobs. Call these people for advice. At best, they may be able to tell you about a vacancy; at least they should be able to offer practical advice on what steps you can take.

Third, using the knowledge

you have gleaned about individuals and companies from your library searches, and by using contacts friends and family have provided, write to everyone you think might be able to help. This may involve dozens of letters and will inevitably consume a great deal of time. For this reason, you might consider it safer to delay your search until after your finals although a few selected letters earlier in the year may well pay dividends later.

The letters should be clear and concise and should include a CV and your purpose in writing. Ask if they have any suitable vacancies and, if not, whether they expect to have any in the future. Also ask if they would be prepared to see you anyway to discuss opportunities in your chosen field and to seek their advice.

Fourth, follow up these letters with a phone call. Many of your letters will remain unanswered and subsequent phone calls may just receive a brush-off. But with enough persistence, you will almost certainly strike it lucky somewhere. Once you are through to the person concerned, remind them of your letter and ask if you can arrange a time to see them. Stress that you are not asking for a formal interview but just a chat to discuss your interests and to learn more about their organisation. This can be easily done over a sandwich at lunchtime.

Fifth, prepare well for any meetings you may have suc-

ceeded in arranging. Read everything you can find on the company you are visiting and the field in which they operate. Read the relevant trade journals, if you can get hold of them, or general newspapers including, of course, the Financial Times to find out industrial trends or recent points of interest. Brim over with enthusiasm at the meeting and even if they are unable to help you themselves ask if they know anyone who can.

Sixth, follow up any meetings by writing a letter thanking your contact for taking the time to see you, gently reminding them of anything they promised to do or people they said they would get in touch with, and asking them to keep you details on file in case any

suitable vacancies arise in the future.

This whole process may seem alarming. After years of being sheltered from the harsh winds of the market place in various educational establishments, it can come as a great shock to have to go out and fight for what you want. It can be a nasty surprise to realise that as well as being a warm and cuddly human being you are also a commodity that has to be packaged and marketed like any other product.

Those who want a less precarious entry into the "real" world should perhaps opt for a safer option on the annual "milk round" of companies that ply their wares on college campuses. But those willing to take a risk in the open market

can often reap great rewards and land that ideal job. It will probably not be easy, and at times it will be dispiriting - when you receive your ninth rejection letter or meet with a total lack of interest you may well wish you had accepted that job offer from the North West Thames gas board - but the effort will almost certainly be worthwhile. If nothing else you will learn a great deal about how the job market works; and a great deal about yourself.

One source of unfailing comfort is the American book *What Colour is Your Parachute?* by Richard Nelson Bolles. With 4m copies sold it has helped many people find or change jobs. It is published by Ten Speed Press. Price £7.95.

Old school tie and all that...

MOST PEOPLE choose a career and then find themselves bored out of their minds. They loathe Monday mornings, hate Friday evenings, live only during the weekend and are dead five days a week. It's no way to exist.

The problem is, of course, that those really interesting jobs - the ones that are so good you don't equate what arrives in your bank account each month with what you do during the day - are all too seldom advertised.

If the world was a fair place jobs would be awarded according to qualifications, and advancement would be dependent upon talent and ability.

But being fair costs money. A company wanting to cast a wide net in an effort to provide equal opportunities for graduates from all colleges and universities, soon finds that meritocracy does not come cheap. The cost of processing the thousands of applications that the BBC or British Airways receives is beyond the means of most companies. It is also a waste of resources if the organisation has only a couple of vacancies. Quite simply, a fair proportion of personnel managers - and particularly those in desirable sectors - decide it is simply not cost effective to advertise.

Instead, they use more informal methods of recruitment. Much of this informal job-filling is through what the author Tim Heald has defined as networks.

In the UK, the most notorious network, is, of course, the

public school old-boy network. However, there are plenty of other networks offering the possibility of advancement. These range from the officers and non-commissioned officers of the Scots Guards to former inmates of Wormwood Scrubs; from the extensive but exclusive coterie of feminist historians to the Oxbridge Mafia.

For those looking from the outside, such networks can appear exclusive and intimidating. Nevertheless, it is not as impossible to penetrate them as might be thought. Indeed, it is quite possible to create your own network of contacts.

At its worst, the creation of such private networks by students is known campus-wide as hacking. The hack is a common enough sight: putative journalists spend their time running student publications and interviewing famous Fleet Street editors who might find them a job later; potential management consultants use their term times to visit factories with the Industrial Society and their holidays to do vacation work with leading businesses; and aspiring actors and directors put on three plays a term and visit the Edinburgh Festival to meet the right people.

We've all sneered at them. But once the sick bags have been put to one side, it must be admitted that hacking can be an extremely effective method of entering attractive careers with few opportunities and an excess supply of candidates.

When you meet contacts, Tim Heald in his book *Networks* gives five cardinal rules: be useful, don't be boring, listen, ask questions and don't make assumptions. * *Networks* by Tim Heald. London, 1993.

Paul Abrahams

GENISTA McIntosh has managed to find something that many people would like - a job that is interesting, glamorous and never dull.

Since March, she has worked as an associate producer for the Royal Shakespeare Company at the Barbican in London.

Her tertiary training was not in the area of arts administration. That was possible, says Ms McIntosh, because she made her way through the ranks at a time when the prospects of a satisfying job were much brighter for aspiring graduates.

"The difference is that people at university 20 years ago never had to think there would not be a job for them."

Consequently, there was much less of a vocational thrust. "Now they have a keener sense of having to direct themselves to a vocation."

Students now must find ways to combine pure subjects with the learning of skills. "People don't have the luxury to pick and choose as we did."

Ms McIntosh studied philosophy and sociology at the University of York with no particular career in mind. With her degree in hand, she decided to study for a diploma of education but packed it in after a term.

At first, she did not use her degree to help her find a job. Nor did she seek a particular vocation or realise quite where her ambitions lay.

Her first job was working for the York festival. Later she tried to adapt her studies to a career in publishing, but after two years decided the theatre was where she wanted to be.

Subjects such as philosophy and sociology had not provided a vocational base for Ms McIntosh, so she started at the bottom working as a secretary at a theatrical agency.

She quickly learned the mechanics of the trade and became accustomed to working with actors.

During these two years she finally decided on the job she wanted - the casting director of the Royal Shakespeare Company.

PROFILE: Genista McIntosh

Sheer bravado paid off

A woman in theatre management



Genista McIntosh: acquired her skills in situ

Coincidentally, the position was advertised, and out of "sheer bravado" Ms McIntosh applied. Apparently the recruiter - nowadays it would be a panel - did not think her application was so very out-

rageous and her bravado paid off. Ms McIntosh was required to acquire her skills *in situ*. In a most un-modern way she developed her management skills by organic rather than inventive principles, inductive

rather than deductive.

That was back in the days when vocational management had not got off the ground. Now there are relevant arts management courses (see Section 2: the A-Z of career opportunities) at many universities and masses of people with those qualifications are coming on to a narrowing market where government funding is shrinking.

The curtains are soon to close on Ms McIntosh's career at the RSC. This month she takes up an appointment as executive director of the Royal National Theatre, and will work under Richard Eyre, the director of the theatre. Her move coincides with the closure of the RSC theatres at the Barbican until next year.

Ms McIntosh is the most senior woman in theatre management in the UK. She is not unaware of her responsibilities to women: "I feel one must accept that to be a woman in a position of responsibility, one must encourage and make way for women."

However, some women may be let down by their own failure to aspire, she said - like many successful people, Ms McIntosh puts store in people recognising opportunities when they arise.

Her new duties will include responsibility for and overseeing of formal management and finance; and fund-raising including catering and publishing, marketing and press relations, touring, research and so on.

Her agenda will include several meetings a day. However, the nub of the job will be production and deciding on the repertoire, as well as the management of people in a volatile environment. The turnover is in the vicinity of £30m.

Little wonder Ms McIntosh is never bored with her work. She seems to thrive on her contact with actors and the many other creative people in the theatre and - perhaps most pleasantly - she has the opportunity to see a lot of theatre.

Marian Edmunds

PERSONAL EXPERIENCE

Perseverance breeds heartache

Joanna Olsen describes the frustrations of looking for a non-traditional job

IF WHAT you are looking for is a non-traditional job, then the traditional milk round is absolutely not for you. I ought to know. I have been job-hunting for three months without success.

I am determined to find a job as a researcher for television documentaries, and there are many other people who would like to do that too.

Like many other "alternative" jobs that demand creativity and self-expression there is no direct career path to follow. Learning to promote myself and refusing to compromise in spite of the hiccups requires stamina. However, it is possible to make things happen by taking the initiative.

There is the old chicken-and-egg syndrome of "no work means no experience and no experience means no work". It has shown me how important work experience has become. Companies may seem daunting from the outside, but inside everyone is generally over-worked and happy to have some bright young spark come in and help them. I have done several unpaid placements which have forced me to waltz in the evenings. Nevertheless, the pay-off is substantial. Although I am by no means a professional I am better equipped than someone who has only enthusiasm to recommend them.

After a boring day doing a summer job in a bookshop in Detroit, where my parents live, I decided never to waste my holiday again. Instead, I telephoned the local television stations asking about their training schemes and then wrote off applications. I was accepted as an unpaid apprentice to the producers at PBS, the prestigious American Public Broadcasting system. This has proved to be invaluable experience and the deciding factor whether or not employers have taken an interest in me. I had the advantage of living in Detroit so the practical side was easy to arrange. However, similar schemes also exist in the UK for young people who want to try out different professions. It is a route worth exploring.

During my spare time in the US I also volunteered at a local cable station. This gave me the chance to get hands-on technical experience in camera work and lighting.

Targeting potential employers has been an obstacle course in itself. Personal contacts are fruitful. While they rarely get you a job they do allow you to get your foot in the door. After that it is up to you to present your credentials.

The Careers Advice Service at the London School of Economics where I studied international relations was next to useless for my field. Instead, I went to the Central London Reference Library for information on independent production companies. I waded through an index of producers, looking for company profiles which suited my interests.

Once I had a list of 40 poten-



Joanna Olsen: determined to find a job as a researcher for television documentaries

to 20. That way I found out exactly who to write to. Getting the CV to the relevant company and the correct person is half the battle.

Promoting myself has been a definite learning process. The art of writing a clear CV and an inspiring covering letter takes time and patience. A good trick is to print the CV on coloured paper so that you immediately stand out visually from the crowd. Following up letters with telephone calls or impromptu visits is also essential. The job hunt seems to be a test of my endurance to see if I am keen enough to deserve a break.

The major obstacle is always getting past the secretary. It has been a soul-destroying task; like the time I was curtly told not to bother calling again. The usual response is a bland assurance that my details are on file. I can just imagine them lying in the bin!

Out of the 20 companies I contacted two have invited me for interviews and would like to work with me. Unfortunately, that will be only when they gain the financial backing for their projects. In the meantime, I must keep my nerve.

I have uncovered new companies to badger and I must maintain the pressure on the previous ones. Until I get my first break there are many projects on which I can be working. For example, placements, freelance articles, developing

are unemployed is someone who is not motivated.

Finally, I must continue to monitor the press for opportunities. Despite the massive response usually drawn to advertised jobs I have been short-listed for one. This has given me some encouragement to continue answering them.

In the end finals are just the prelude to something altogether bigger. Deciding where to orient yourself takes initiative, creativity and hard work. This holds true for all "alternative" jobs. Fortunately, the dividends of a fulfilling career justify the determination and heartache.

PROFILE: Tony Galvin

Proof that there is life after football

Marian Edmunds meets a footballer preparing for a career in leisure management

SWINDON TOWN winger Tony Galvin is proof that there is life after football. And, equally important, that a career in sport is not a dead end.

He is now preparing for a career in leisure management where he will be able to apply his football experience and his academic qualifications.

Mr Galvin did not feel ready to decide on a career when he finished school, and university seemed a good means of postponing that decision.

Influenced by a school trip to the Soviet Union, Mr Galvin took up Russian studies at Hull University including language, literature, philosophy and politics.

He had played cricket for Yorkshire schoolboys and football at school and university level, and was approached to play for the non-league club of

This provided a level of football not far removed from the standards of the Fourth Division. It also provided Mr Galvin with a little spending money with which to supplement a university grant - and meant that, unlike many students, he did not need an over-cash.

Various talent-spotters were watching his game, among them Tottenham Hotspur at a time when the club was in the second division.

After he completed his studies, Spurs signed up Mr Galvin, one of the first players to be plucked from non-league ranks to a club in a high division. It also enabled him to again postpone his decision on a "proper job".

Nevertheless, he believes there are plenty of advantages in what he did do. Mr Galvin



Tony Galvin

moving to Sheffield Wednesday. He has visited various eastern European countries, Japan, Australia and Hong

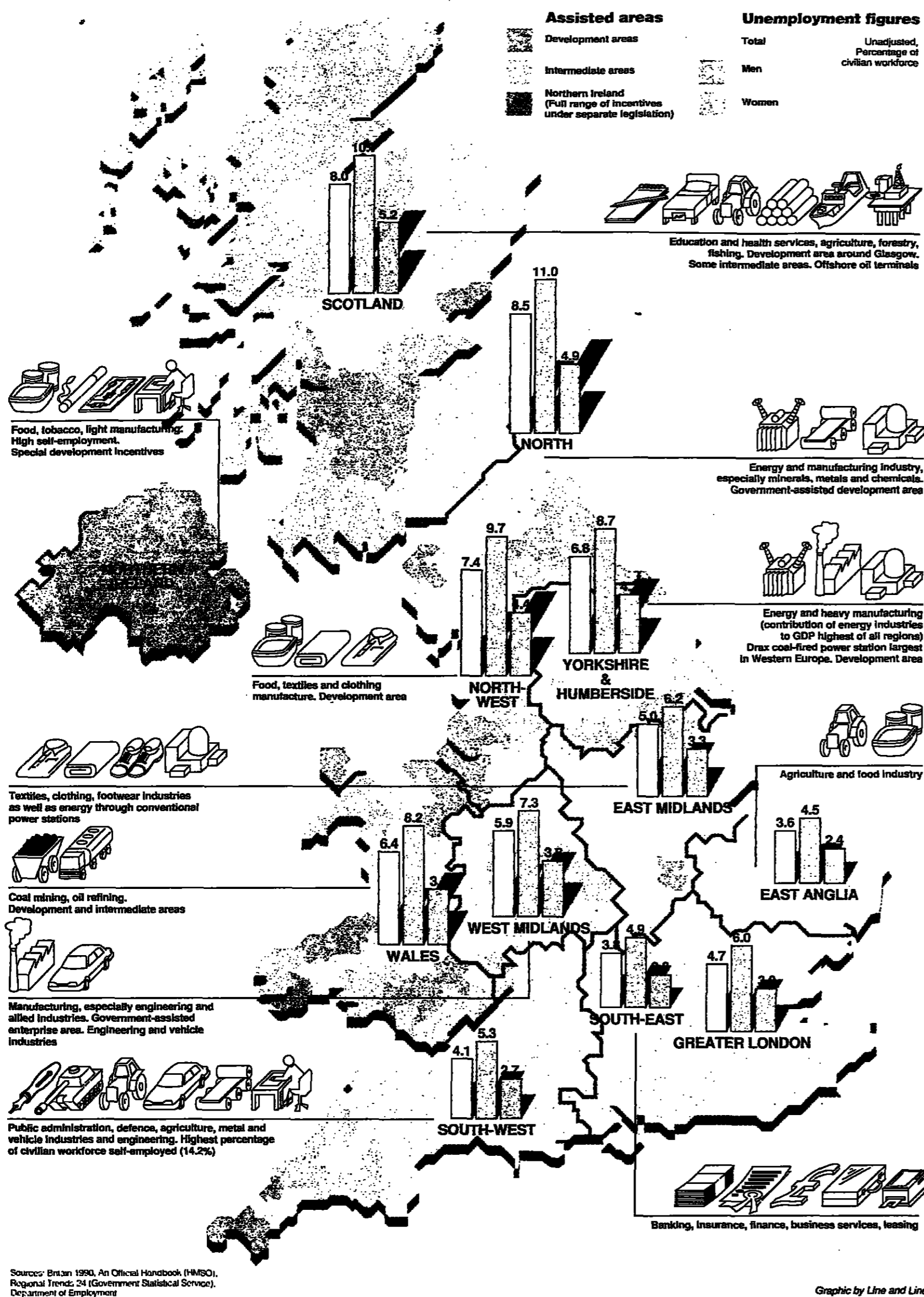
caps for Ireland, and played in the 1986 World Cup.

At Sheffield he started an MA in leisure management, continuing after his move to Swindon where he joined manager Osvaldo Ardiles, who had earned his respect as a teammate at Tottenham Hotspur. This season is Mr Galvin's last, and during it he must complete a dissertation for his degree. The course included financing, marketing and resource management with a leisure bias.

He attributes his success to his willingness to work hard rather than intelligence or any particularly talent.

Mr Galvin regards himself as quite fortunate that he can look forward to a second career after football, although he speculates that potential employers might be dismissive that his first career was spent

THE REGIONAL PICTURE



THE NORTH

The action is moving up-country

The northwards trickle has swollen, writes Ian Hamilton Fazey

AN INTERESTING change occurred this year in the composition of students taking up places at the University of Manchester Institute of Science and Technology (Umist): there was a 30 per cent leap in the proportion coming from London and the south-east.

Previously, only a fifth of Umist's students were southerners, but if the change continues they will soon comprise more than a quarter of the student body.

With other universities and colleges in the north also reporting increases in applications from southerners, there will almost certainly be a knock-on effect in graduate employment markets during the 1990s.

Northern employers have long faced problems in getting enough graduates. The buoyant economy of London and the south-east has been a magnet, with a combination of labour shortages and highly paid jobs for qualified people at an early age.

The north, with its image to many of depression and high unemployment, and its struggle to achieve industrial reconstruction, has had difficulty in competing. At the same time, many northern graduates have felt they had to go to London for real career advancement - and there was some justification for this during the early and mid-1980s.

Graduates willing to work in the north have usually shared one of two characteristics: either they were born in the north, or they went to university or polytechnic there.

Both groups know the difference between image and reality. Many of those with experience of the less attractive aspects of London life - such as commuting, the difficulties faced by first-time house buyers and the financial straitjacket of high interest rates combined with large mortgages - do not want to work there.

But it's not just negative factors which are at work. Professor Harold Hankins, Umist's principal, says of the surge in southern applicants: "The word seems to be spreading that Manchester offers a good social life at half the cost of London, plus easy access to pleasant countryside and several national parks."

Manchester probably scores with Londoners over other northern cities because of its size. With a conurbation of 2.5m people, it supports a large and lively city centre.

However, Liverpool, at the heart of the 1.5m-strong Merseyside conurbation, is similarly a 24-hour city, and Leeds, although it shuts up shop earlier, is still large enough to support an increasingly flourishing

arts scene. Another message is also becoming clear: northern industry and commerce has reconstructed itself and there are substantial opportunities for young, qualified people.

The present downturn in the south has not been mirrored in the north, especially in the M62 corridor between the M6 and the A1 in the counties of Greater Manchester and West Yorkshire. Successive quarterly surveys by chambers of commerce have indicated an emergent, transpennine regional economy, with thousands of successful companies.

Because this market is big enough for them to trade substantially among themselves, only the larger companies, with significant proportions of business in southern markets, have been feeling the draught.

Another change is also under way: there is a substantial movement back to closer links between industry and the universities, polytechnics and colleges.

Professor Hankins says that many institutions lost their way in the 1960s and 1970s because, while successive governments pressed them to push up numbers of student places so as to widen access, there was only enough money to expand arts and humanities places, which are cheaper than those for the sciences.

This diminution of direct relevance to industrial needs did not help links between industry and education. Faced with a harsher economic climate, and having to foster relevance in order to sell their services and earn their keep, the universities, polytechnics and colleges have been changing.

Several leading companies, based in the north but operating nationally or wider, have endowed chairs or funded important facilities. Amer, the construction company, and British Nuclear Fuels are examples. They have respectively ensured the academic development of project management and chemical engineering at Umist.

There are many other such benefactors, both at Umist and elsewhere. Such links also guarantee student placements for industrial experience, and these in turn are likely to lead to jobs after graduation. This will almost certainly have an increasing impact on graduate recruitment.

Professor Roland Smith, chairman of British Aerospace, says that industry is also facing up to a fundamental question. "Are we using our graduates properly? There have been antagonisms in the past between what we wanted and what they had to offer," he says.

The moral for job-seeking graduates is probably to look for companies which are developing better links with universities. These are more likely to know what they want and understand how to match what graduates can offer as well as offering long-term training and career development.

The north has plenty. The long established but reorganised Simon Engineering, which is based in Stockport but has a national and international spread of business, is typical of the new outlook.

The north is not all about big companies. Both Manchester and Leeds, for example, are characterised by a wide spread of quoted companies in ten main sectors. These are general industrial, building, engineering, textiles, food, electricals, chemicals, retail, leisure and property.

However, the 230 or so listed companies headquartered in the north as a whole are only the tip of the industrial and commercial iceberg. The Manchester-based Henry Cooke financial services group estimates there are ten times more privately owned businesses, most of them medium-sized, mainly along the M62.

Many are old-established family businesses which have survived the reconstruction of northern industry by changing well for the better, but others are new and growing. Most report continuing difficulties in finding managerial and professional staff when surveyed each quarter by their local chamber of commerce.

(Chamber research departments are likely to be good sources of information about who job-seekers might write to outside the obvious, big companies.)

At the same time, the finance and professional services sector has grown considerably in Manchester and Leeds, making the north self-sufficient in these fields as far as industry and commerce is concerned.

As Mr Peter Folkman, a Manchester venture capitalist, sees it, this is a form of regional import substitution, pulling work north that was previously done in London. The trend is growing fast.

A trickle of professionals leaving London for the north has swollen into a stream in the last couple of years, while going to London for experience is no longer seen as a necessary career step for people who start in the north.

Study of the north's changing economic structure, as chronicled year by year in the FT through its regional surveys programme and news coverage, will reward any job-seeking undergraduate making the effort.

WALES

Too small a pond for many would-be big fish

The country labours with its image, writes Anthony Moreton

THE problem for job hunters in Wales is the small number of big employers in the country. For every company such as AB Electronics, the steel concern ASW, BP Chemicals or British Steel that employs thousands, there are thousands that employ in tens.

The larger companies take on large numbers of graduates each year. Mr Edwin Merrette, managing director of AB Electronics, based 15 miles north of Cardiff, says: "We undertake a survey of our operations to see what our needs will be over the next three to four years and our graduate recruitment programme evolves out of that study."

"This year we have taken on about 20 graduates and they will spend two years going through various companies and functions within the group. They also get a chance to work in our plants in either West Germany or Austria. Each has a 'base' company to which he or she is allocated and to which the trainee is likely to return at the end of the training period."

"If we, or they, find another part of the group would be of more value to the trainee, then we endeavour to fit them into that slot."

Graduates at AB Electronics join the company, which has some 5,200 staff around the world, at between £10,500 and £12,500, and by the age of 30 could be in the £25,000 to £30,000 bracket. Mr Merrette says the company recruits a

intake, even though the proportion applying to the company is lower.

Unfortunately for those seeking jobs in Wales, there are too few companies of the size of AB Electronics. Dr David Trearne, director of the careers advisory service at University College, Swansea, says the average salary a graduate might expect in the principal city on appointment is between £10,500 and £11,000, slightly more than last year. "But the small local employer may not offer much more than £8,500, and there are a lot more of these than there are big companies. Smaller companies tend to take fewer people, perhaps just one or two, and pay them less, and this depresses what a graduate might expect, or hope, to get."

Salary levels also go down west of Cardiff, he says. The "big money" in Wales is to be earned within a short radius of the Welsh capital, with rates falling the further west and north the company is situated. This is a reflection of pay levels within Welsh industry as a whole, which tend to be much lower than elsewhere in southern England. A recent report by a management consultancy indicated that top executives in Wales receive the lowest salaries of any part of England and Wales.

Even the big groups tend not to pay as well as companies outside Wales. At Cardiff-based ASW, a company with 3,100 staff, the highest-paid director

report, but only one other director received just over £100,000.

By comparison, the highest-paid director at Control Techniques, a producer of electronic control systems at Newtown in Mid Wales, which employs 560 worldwide, received £75,000 in 1989. At Hawfin, a Cardiff "mini conglomerate" covering textiles, property and building supplies and employing 357 in 1988, the highest paid director that year received £43,000 and three other directors were paid in the range of £35,001 to £40,000, again according to the annual report.

Apart from lower salaries another problem facing employers in Wales is they find it more difficult than their counterparts elsewhere in southern Britain to recruit graduates into the country. This summer, NatWest bank took 10 graduates from Swansea university alone, and Ford took 13, nearly all of them will go to posts in England.

"Nearly every company would find it difficult, even if they had the resources, to do the reverse and bring graduates in large numbers into Wales," said one industrialist.

"We can recruit graduates born in Wales who want to return here after working in England or elsewhere. We can recruit graduates born outside Wales but who have been educated in the country. The rest is difficult."

Reversing the Welsh dias-



Mr Edwin Merrette of AB Electronics, one of few big employers

Cardiff lawyers Edward Lewis and Son, for example, returned to the Welsh capital after working in London. His firm has been taking about five graduates a year recently, but it has "revised this figure downward in the light of changed conditions". New graduates can expect to start around £10,500, reach £16,000 - 17,000 when articulated, and collect "around £40,000" by the time they are 30.

Mr Roger Thomas, of agents Cooke and Arkwright, now part of Lloyds Bank-owned Black Horse Agencies, points to Mike Hall, the Welsh rugby international and Cambridge blue, as a recent recruit. The

estimating they could be on at least £25,000 by the time they are around 30.

Mr David Waterstone, who stepped down last month after six years as chief executive of the Welsh Development Agency, says the greatest problem people have is their perception of Wales.

"Wales is the most marvellous place in which to live and work. Unfortunately, too many people still think it's all about coal mines and steel works. It's not. If we could only get that message across then it would be easier to bring the very best people to Wales."

Mr Waterstone should know. A Scot, he has lived and

SCOTLAND

There are too few jobs

James Buxton looks at why graduates cross the border

YOU have a good chance of finding a satisfying job if you are graduating from a Scottish university this year. The market for graduates is good, and employers respect those who emerge from Scotland's eight universities.

But the job you settle for may not be in Scotland. For many graduates this does not matter very much, but others are disturbed that a disproportionate number of graduates from Scottish universities move south for their first jobs.

This partly reflects the fact that Scotland cannot provide enough satisfying jobs for all the graduates it produces.

Roughly 5,000 Scottish graduates obtain jobs in the UK each year, according to statistics collated by Mr Douglas McEachan of the careers service at Edinburgh University. About 3,000 of them stay in Scotland and 2,000 go to England. Of the 5,000, all but a thousand were domiciled in Scotland in the first place. If you assume most of the English-domiciled students would return to England anyway, about a thousand Scottish-domiciled students are moving south.

Furthermore the trends appear to be growing: at Glasgow University, the biggest in Scotland with nearly 10,500 students, some 16 per cent of Scottish students left Scotland to take up their first jobs; in 1988 that figure had gone up to 33 per cent.

According to Mr McEachan's study, public service (mostly government and local government) took 22 per cent of Scottish graduates in 1987/88 while

turing, 18 per cent into financial services and 14 per cent into commerce.

Not surprisingly, high percentages of those going into government service and the NHS (72 per cent and 87 per cent) took employment in Scotland. In finance the proportion was 75 per cent and in commerce 67 per cent. In manufacturing it was only 55 per cent.

You should not read too much about individuals' preferences and decisions into those 1987/88 statistics. But if you look at employment in the private sector you can assume that if you want a job in financial services in Scotland (banking, life assurance, fund management etc) you should have a good chance of obtaining one. In manufacturing, your chances are less good.

This may reflect the fact that manufacturing in Scotland is increasingly composed of branch plants owned by companies outside Scotland, while the number of large companies with their headquarters in Scotland has been diminished by takeovers. Only a few branch manufacturing plants in Scotland offer work in research and development, for example, although most offer good jobs in production management and other fields.

GEC Ferranti, which employs about 7,000 people in defence electronics around Edinburgh, is one of the relatively few electronics companies in Scotland which carries out research and development. It normally recruits from universities in Scotland and the north of England. With the downturn in the defence indus-

instead of the 80 to 100 recruited in past years.

Even if you set your sights on obtaining a job with a Scottish company or institution, don't forget that the bigger Scottish employers will be looking for recruits outside Scotland as well. They are also likely to expect their employees to work anywhere they are asked to go, which may be a lot further from Scotland than London.

Graduates should consult the Register of Graduate Employment and Training in Scotland, known as Rogetscot. In it, companies at NEC Semiconductors to the Bank of Scotland explain what types of graduates they want, what work they offer and how to approach them. Many smaller companies advertise too. Rogetscot can be obtained from your university careers service, whose advice and information you should anyway seek if you are looking for a job for next year.

If you are able to obtain a job in Scotland will you be paid less than if you went south? Big companies like Royal Bank of Scotland pay the same starting salary to its new recruits wherever they are; the extra allowance for employees in London should only compensate for the higher cost of living in the capital.

Smaller organisations operating only north of the border may pay less than equivalents in the south. But good graduates are valuable anywhere. Those who obtain posts in Scotland may find the cost of living somewhat lower and the quality of life rather better.

مركز البحث العلمي

The obstacles

IMAGINE you are watching the start of a new television series featuring an "ordinary" couple: a school teacher and a mechanical engineer. Must be a sitcom - the husband is the teacher, his wife the engineer. Hey, Mum, leave the dishes; sit down and relax. This looks quite good.

A serious script might make it better, but perceptions of men and women at work, and public attitudes to "non-traditional" roles in society in general, make that a risky business (pace the Prime Minister).

On the up-side, the Association of Graduate Careers Advisers is developing material aimed at equal opportunities; and the committee of vice-chancellors lends its weight to "milk round" procedures stressing merit, not gender. A good deal of company recruitment literature and selection methods now shows a more acceptable approach to women.

Of course they do. Demographic trends indicate shortfalls in skilled labour at all levels, including employment requiring further and higher education. Not since the Second World War have women been so plausibly wooed to work outside their homes. Companies and firms like Shell, Ferranti, Coopers and Lybrand, Unilever, ICI and British Gas now know there is a need to recruit from the full pool of available young talent, not merely the male half of it.

Mr Chris Fernie, of the education and training unit at the Equal Opportunities Commission headquarters in Manchester, takes a hopeful, almost gung-ho view of women's chances in today's graduate job market: "There is a definite accent - for example, in big retail companies and in banking, where specialist skills are at a premium - on providing working conditions in which a woman might be supported through a career break to establish her young family."

Well and good. But only this summer (July 1990) Mr John MacGregor, the UK Education Secretary, wondered aloud why the proportion of women in computer programming and analysis, to take just one sup-



Women such as Air Europe first officer Lynne Edmonds can - and do - break sexual stereotypes. But it's an uphill battle to reach the top

WOMEN

And now: jobs for the girls

... But the old boys still have a depressingly strong hold on the market, writes Gay Firth

posedly female-friendly, specialised line of work, has stayed at only 20 per cent since 1961. Between 1980 and 1989, A-level graded results in computing were gained by 1 per cent of male graduates but only 0.2 per cent of female graduates, and the proportion of women gaining first degrees, postgraduate degrees and diplomas in com-

puting had not generally risen beyond 20 per cent of the total. This is "puzzling and disappointing," Mr MacGregor said. Why are women so under-represented in what looks at first sight a very attractive industry? The world of computers allows for flexible working hours and home working.

But it's not that puzzling:

old-fashioned sex stereotyping (too few women teachers in the subject, peer group and family pressure, computer studies equated with technology, therefore an assumed male preserve) is at least part of the problem.

Notwithstanding the Sex Discrimination Act 1975 and a raft of other legislation applied to

women in employment, progress towards equal opportunities at work remains more a triumph of hope than of experience.

Women at work present a ghetto pattern. "Job segregation" is the polite phrase for it: "pink collar", if you like. At all levels of employment, women are still being guided into and

are still choosing careers traditionally associated with "women's work".

Mind you, a mould-breaker can have her enthusiasm drained by a working life handicapped by conspicuousness - to say nothing of endless testing, even of the friendly and well-meaning variety, from male colleagues.

It is only realistic to point out that, for women, the gap between entering an interesting career with positive prospects and turning those prospects into reality, remains wide.

The report of the Hansard Society commission on Women at the Top, published last January, paints a wide-focus, well-researched, devastating picture. But it should be required reading, even if it does end in tears.

From public service to the private sector and all stations in between - the law, the judiciary, the universities, broadcasting, print media, corporate management (including board appointments), trades unions, political candidates, appointments to public bodies of "the Great and the Good", parliament itself, and a galaxy of individual companies - the publication is a catalogue of high-flying female failure to break through the "glass ceiling" between legitimate aspirations to and arrival in senior jobs. It is polite in tone - there is not a flicker of feminist angst to diminish its authority - it is not so much a cautionary tale as a late 20th century call to arms.

Women can and do become accountants, scientists, solicitors, airline pilots, engineers. You name it - almost - and you can do it.

However, "the right qualifications" almost certainly means, still, a better class of degree than that expected of male graduates. "The right persistence" means the courage required to say no thank you to potential employers still more accustomed to placing women graduate recruits at typewriter than in graduate trainee schemes (watch those employers in the "creative and media" professions). "The right contacts" may mean your own efforts to locate friends a year or two ahead of you at university, now with their working feet on the first rung of where you want to be.

"Old boy networks" have been built over generations. "Old girl networks" have scarcely begun.

FIFTEEN YEARS ON

Prejudice remains

Equal opportunities are still a dream, says Deborah Hargreaves

IT IS 15 years since discrimination in the workplace was outlawed by the Equal Opportunities Act, but there are still precious few women directors or company chairmen around to bear witness to the fact that women are moving more quickly through companies' promotional ranks.

While employers can no longer discriminate overtly against women, strong prejudices remain - particularly among the middle-aged men who head most big corporations - and the odds can be stacked against female employees in many subtle ways.

There are now very few jobs that women cannot do. Last year's Employment Bill removed some of the final barriers to women in a number of traditionally male jobs - for instance by allowing women down mines and on to North Sea oil rigs. Employers can only discriminate for reasons of decency and privacy - for example, women are not permitted to work in male toilets - or for authenticity. A theatre group can ask for a Lady Macbeth, for example. There are exemptions for the Armed Forces, and women are still barred from handling some nuclear materials.

Women can come up against entrenched attitudes as early as the interview stage for a particular job. Female candidates are not required to answer questions, however, that could not equally be asked of male applicants. The advice from the Equal Opportunities Commission is if an interviewer is pursuing a particular line of questioning is to point out - in as polite a way as possible - that you know the law does not require you to answer

these sort of questions.

Women graduates get a better deal than most when actually applying for jobs - they are generally treated as equal to their male counterparts and are paid well. However, problems can arise later in terms of career progress and promotional prospects.

"Even if a woman has made a conscious decision not to have children or has made arrangements for childcare, when employers are given a choice between a man and a woman for a promotion, they tend to presume that the man will be the better deal," says Ms Fiona Fox at the Equal Opportunities Commission.

For this reason, women often have to have a very clear idea of where they want to go in a career and have to do a lot to help themselves without relying on the company hierarchy to map a career path for them.

Mr Jim Platt-Higgins, head of recruitment at Esso, the multinational petroleum group, says he is trying to draw attention of people in the corporation to the fact that they may discriminate against women subconsciously.

When men are appraising women, they have to judge how far that woman will go in the company, Mr Platt-Higgins says, but if there are no role models against which to judge them - most senior positions are held by men - they may have a tendency to underestimate a woman's potential.

"Women are still in the adaptive mode, having to make sure they are projecting the right profile to a predominantly male hierarchy," says Ms Helen Perkins, head of management development for Europe at Price Waterhouse and chairman of the Association of Graduate Recruiters.

She believes women will find it difficult to move up the ladder until companies adopt non-sexist appraisal schemes where competency is assessed as objectively as possible.

It is often the more traditional engineering and manufacturing companies in the UK where prejudices against women are strongest. Ironically, these companies are trying hard to attract women and often have their own working parties looking at how best to encourage female employees.

However, until entrenched attitudes and training patterns in some of these companies change, women will still be put off. "These companies have got to start taking risks and put women in senior positions," says Ms Perkins.

Engineering companies often take the view that unless young graduates can manage a gang of male workers on the job, they are not going to progress at the company. "For women this is deeply challenging and not very rewarding," says one recruitment adviser, "but many male graduates don't like this approach either and I don't think it's necessarily a good way of using graduate talent."

Women do at least have demographics in their favour - as the birth rate declines women will play a greater role in company life. Many of the financial services companies which have traditionally relied on female labour are recognising this and making an effort to retain female employees.

At the forefront is Midland Bank, where 58 per cent of the workforce is made up of women. Last year, the company launched an initiative to try and retain its female employees which included a programme to provide nearly 300 crèches across the country.

The company sees its initiative as central to its efforts to promote more women to managerial positions. The number of senior women at Midland has increased by four per cent in the past three to four years to 19 per cent, and the company has a woman on the board.

Women graduates must be very aware of self-development, says Ms Perkins. Women can tend to sit back and let things happen, but if they are to get to the top, they have to develop a "male" career track for themselves.

Ms Perkins' favourite advice is: beware of Mr Equality. She says women can get sidelined into departments which are headed by men who set themselves up as champions of women's rights. Often it is a way to build a strong department, and women get stuck there with little chance of being promoted outside of the

MS NATASHA Wiesenthal spends her days cooped up underground working in a confined space with a gang of men. It is dirty, gritty, hot work. She can often be underground for eight or nine hours at a stretch.

As a mining engineer on the Channel tunnel, Ms Wiesenthal is one of only a handful of women to work underground since last year when the UK changed its laws allowing women in to mines.

When Ms Wiesenthal started her degree in mining engineering at Imperial College, London, there was still no question of a woman being allowed down a mine in the UK, but that did not deter her in her quest for a varied job. In her summer holidays she worked at an iron ore mine, and a mineral sands mine in Australia, a quarry in Scotland, and a gypsum mine in Austria.

She relished the chance to join such a unique project as the Channel tunnel and stresses that - in spite of the working conditions - she has never been tempted by the lure of an office job.

As an engineer overseeing part of the hand tunnelling work on the project, Ms Wiesenthal is responsible for supervising the engineering side of the miners' work. She works closely with a gang of miners who, she says, respect her for the job she does. "They have the occasional joke - you just have to have a reply up your sleeve and not let it get you down."

The job involves a lot of walking around the tunnel, but Ms Wiesenthal insists it is not physically hard work. "I've picked up a shovel and done some shovelling and helped to lug wood around. Obviously, I can't lift a 50kg bag of cement, but I'm not there to do that."

She believes there are a lot of women who enter male-dominated careers only to leave later when they get no nurturing on the job. For this reason, "you've got to be extremely determined - if things become easy, I get suspicious."

● ANOTHER woman who doesn't want an easy job is Ms Alison Ingram, the only female profit centre manager at British Rail. She is responsible for ensuring that trains run on time in the Cardiff, central, and West Wales area and, as importantly, making sure they stay within their budget.

With a degree in history, politics and economics from Southampton University, Ms Ingram chose BR's training scheme over a job at Midland Bank mainly for the variety it offered. She has since moved around the corporation, becoming the first woman to take each of the previous two BR jobs she has done. Her first position was station manager, at Grove Park, near Lewisham in London, where she was in charge of 70 people and a branch line to Bromley. After that she worked as performance manager at Brighton



Channel engineer Natasha Wiesenthal: "You have to be extremely determined," she says

BREAKING THE MOULD

Women who win in the world of 'men's' jobs

Deborah Hargreaves talks to women who get their hands dirty

four years after joining BR.

She presides over the scheduling of train timetables in her region, allocates resources in the form of people, and trains, and works out how much it will all cost. She also has to check on safety. Much of her job consists of monitoring the running of the trains which she often does by personal observation. "I try to travel as much as I can on the train because you hear what people are saying."

As part of her job, Ms Ingram must motivate a staff of mainly middle-aged men who have come up through the ranks of the railway and, although they are very gentlemanly, can be resistant to change.

"It is sometimes difficult to convince them you've got a better idea. My inclination is towards consensus management and sometimes I think I go too far - some of them have never been consulted before."

"In the end you have to say, well, this is what we'll do." For many, it is a major culture shock to be working with a female boss, Ms Ingram says. Although the majority will respond once they are convinced you know the job, "it dawned on me in my first year that some people will just not accept that I can do it because I'm a woman."

BR is trying to attract more

Ingram's advice to trainees is to choose a boss carefully - one who will be supportive.

● Ms Meg Jollands works as a plastics engineer at Dow Chemical in Germany, conducting research into foam products and then running trials at a production plant on the other side of the Rhine in France.

As a young woman, she runs up against double reservation on the part of the predominantly male workforce. "They are always concerned that a young engineer doesn't know what he or she is talking about, and perhaps they are a little more concerned because I'm a woman."

"When I'm doing a trial, the way I approach it is to ask them to help me do something and they like to help."

She says her male colleagues tend to be more assertive in management style, but they do not necessarily get better results. "I have some advantages over a man because they always remember who I am and are often happy to talk to a woman."

Ms Jollands worked as a mechanical engineer in the UK after doing a degree in the subject at Oxford University, but when she was made redundant after a year, returned to do a PhD in plastics engineering. After that she was keen to work on the Continent.

higher status than they are in the UK and can earn more.

For her, engineering is a vocation. She advises other women not to be put off by anti-female bias because the rewards can be great.

● ALISON BURKETT does not mind scrambling over machinery and getting her clothes dirty. As an electrical engineer at British Steel she spends a lot of time sorting out problems that occur in the rolling mill at Workington. It can be mucky work.

"Initially the men I worked with were apprehensive at working with a woman," she says, "but when I went on shift work, it was very much hands-on work and once they saw me crawling over the machinery, they accepted me."

Ms Burkett first got involved with the steel industry in a summer job from her degree course in physics at Edinburgh University. After that the company decided to sponsor her and she joined British Steel as the only woman engineer four years ago.

Last year, she was chosen as one of two graduates to benefit from BSC's exchange programme with Japanese steel-makers and spent three weeks at Sumitomo Metal Industries. "Women have got to be prepared to get in among the equipment and not to be intimidated."



مركز التنمية

ETHNIC MINORITIES

Goalposts keep on changing

Khozem Merchant on the problems facing blacks and Asians

"ETHNIC minority graduates find themselves in a competition for jobs without being told the rules," says a Commission for Racial Equality study. The report argues that as Asian and black graduates make themselves more employable by obtaining degrees and more, so the goalposts in the labour market are moved.

Yet even after getting through the front door, black and Asian graduates are less likely than whites to be in their preferred jobs, says the report. And they are offered fewer promotion and training opportunities, in particular those that would elevate them to managerial status.

The CRE report, which builds on its 1987 publication on the same theme, is based on interviews with several hundred 1985 graduates on their job experiences three years after graduating. The report states:

■ Black and Asian graduates made significantly more applications than their white counterparts. They also attended more interviews before securing a job offer.

■ All ethnic minority graduates face a greater likelihood of being unemployed after graduation than white graduates (17 per cent more in September, 16 per cent in October; and 13 per cent in November).

■ Ethnic minorities tend to be concentrated in polytechnics which employers continue to overlook in their graduate recruitment drives.

■ Among minority graduates, African (18 per cent), Caribbean (37 per cent), Asians (29 per cent), and East African Asians (31 per cent) believe their ethnic origin hinders their job prospects.

The report concludes that although "there is some racial discrimination in the graduate labour market", there is no evidence to suggest that it is direct or intentional. Rather, it says, any discrimination is due more to the "British generalist" tradition which puts a premium on personal and social characteristics.

The upshot, says Mr John Brennan, co-author of the report, is that companies are not getting the right people because they recruit from a few top, unrepresentative universities. "If they looked around they would be able to match their needs more precisely to what is being produced."

Certainly some leading companies are taking the problem seriously in so far as they are developing policies and monitoring their implementation," says Mr Brennan. But, he adds, the changes amount to a tinkering rather than an overhaul of strategies.

The rethink on recruitment practices has been one of the tasks of the Association of Graduate Recruiters, the umbrella group for graduate recruiters which includes some of Britain's biggest companies. Yet at this year's AGR conference, the subject was not even discussed.

"What concerns me is the air of complacency, I detect a feeling within the AGR that because of the general graduate squeeze in the 1990s, the problem of black recruitment might resolve itself," says the CRE's Mr Paul Stephenson.

But Mrs Margaret Orchard, who chairs a joint AGR/Association of Graduate Careers Advisory Services committee on ethnic recruitment, disputes this. "I don't believe the issue is any less important because it was not discussed this year. We have encouraged many companies to take the matter seriously. We're gaining ground but it is a slow slog."

After stinging reports in recent years, the professions are also introducing changes long advocated by the CRE. At the Law Society, Mr Jerry Garvey, an equal opportunities officer appointed after a 1987 report revealed that just over 1 per cent of nearly 49,000 solicitors in England and Wales were from the ethnic minorities, confesses his own approach to City firms for talks were flatly ignored.

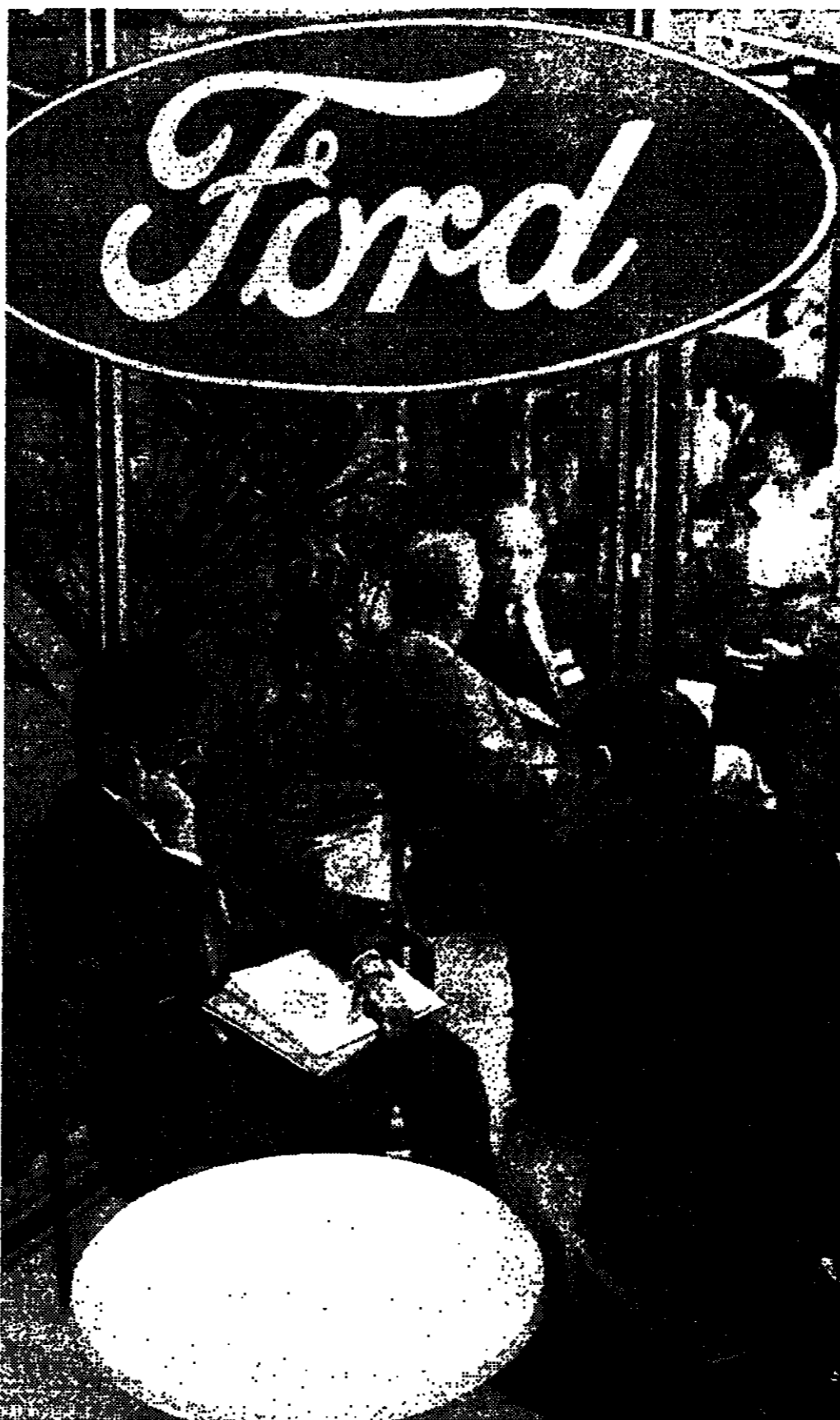
In any event, the Law Society's initial satisfaction has given way to frustration over getting the City of London Law Society (CLLS) to tackle the issue of ethnic recruitment because of the CLLS's slow progress, says Mr Jonathan Goldsmith of the Law Society's race relations committee. In July the CLLS finally circulated a code of practice on the recruitment of ethnic minorities and equal opportunities and is following up the matter in talks with the CRE. City firms take on about 30 per cent of annual graduate applicants.

Earlier this year, a Brunel University report commissioned by the Law Society and CRE, revealed how law firms' narrow recruitment policies based on a public school/Oxbridge background perpetuated exclusivity.

The accountancy profession, which takes on about 12 per cent of all annual graduates, has also introduced ethnic monitoring and this year has produced a breakdown of student enrolments. Just over 800 of the 7,000-odd entries into the profession in the year to August 1989 were from the ethnic minorities; six refused to complete the questionnaire on ethnic background. The CRE code of practice has also been incorporated in the training handbook published by the Institute of Chartered Accountancy. "We have done all that the CRE has asked of us," says the Institute.

As employers are forced to look further afield, their task should be aided by the introduction this year of ethnic monitoring of first degree university and most polytechnic applications. "Employers who say ethnic minorities simply do not apply will be able to see the figures for themselves, identify the colleges and recruit them," says Mr Brennan.

"Ethnic Minorities and the Labour Graduate Market" by John Brennan and Philip McGeevor, Commission for Racial Equality, Elliot House, 10-12 Allington St, London SW1E 5EH (£2)



The entire race relations issue is treated with "extreme care and sensitivity"

PROFILE: Ford

Wide acclaim for race policy

Khozem Merchant finds a model recruiter

FORD is one of the UK's leading recruiters of graduates. Yet by its own admission, when it comes to taking on black and Asian graduates, even after a decade of ethnic monitoring it still has much to do.

"For operational and tactical reasons, our intake has got to be improved. It is good for business. We must be seen to be doing more," says Mr David Warrell, head of Ford's graduate recruitment.

Ford's own doubts aside, the company's efforts are widely applauded by, among others, the Commission on Racial Equality, which views it as a model recruiter. The entire race relations issue, according to one Ford ethnic minority graduate, is treated with "extreme care and sensitivity".

"For graduates, including blacks and Asians, the company generally operates a meritocratic system. We are a very small minority here but are not treated any differently," he said. Other minority graduates echoed this view.

Ford's annual intake of ethnic minority graduates has increased from nine in 1987 (5 per cent of total graduate recruits) to 14 last year (7 per cent of total). Yet this has been against a background of declining interest from minority graduates (465 applications in 1987; 358 in 1988; 307 in 1989, in each year about 10 per cent of total applications). This year applications have shot up nearly 50 per cent, to 404 (14 per cent of the total). The inconsistency has puzzled Ford as its recruitment activities have, if anything, intensified over the same period.

One of Ford's responses has been to consider broadening its area of recruitment away from

universities and towards polytechnics, which attract a greater proportion of minority students. "By leaving recruitment to traditional areas we were not achieving good results," says Mr Warrell.

Nearly 10 per cent of Ford's total ethnic minority graduate applications this year came from just three polytechnics: East London, Staffordshire and Liverpool. "We have asked line managers to work at particular polytechnics where ethnic minority applications are high," says Mr Warrell. Some 38 educational institutions will be visited on this year's milk round, including six polytechnics, three for the first time.

Ford has also become involved in a pre-degree foundation course at East London polytechnic (which generated the largest number of ethnic minority applications this year) designed for potential engineering recruits who lack the conventional qualifications of A levels. The company sponsors students through the foundation course and subsequent degree, after which they join Ford's graduate scheme.

Unlike its parent company in the US, Ford UK does not set itself ethnic recruitment targets. In the US companies are required to meet statutory levels laid down by the Equal Employment Opportunities Commission.

Yet as Mr Ken Baker, Ford's equal opportunities officer, admits, target setting is an option being studied by the British company. "We have not set ourselves targets, but it is an area we are looking at." Setting targets for getting ethnic minorities into management is a priority (ethnic minority graduates make up one per cent of the workforce).

Continued on next page

PROFILE: Jayantie Sharma

Bowled a bouncer

Khozem Merchant meets an Asian law graduate

NORMAN Tebbitt's "cricket test", marriage and religion: no, not the stuff of a headline-making story but the core points of law graduate Ms Jayantie Sharma's interview with a City firm of solicitors.

The interview was one of only three invitations the Trinidadian-born Ms Sharma received from more than 180 applications for articles (professional apprenticeship for solicitors) over two years.

"I was flabbergasted [with the questions], but when you are desperate you smile sweetly," says Ms Sharma, 29, who for the past three years has been working on her PhD at Reading University. Last month she began her law school finals in London, having secured a place after a three-year wait - but not the articles that students seek to bag before commencing the nine month course.

"I think the interviewer was just fascinated by the phenomenon of a highly-educated, unmarried Asian woman. He presumably thought I would look good in his firm which he said had many Asian clients," says Ms Sharma.

The hour-long interview covered her Hindu caste (socially elite Brahmin), her father's occupation (Hindu priest) and each of her brother's jobs, how

"Indian" she regarded herself (despite her Caribbean background) and when she planned to marry.

"The interviewer said to me: 'There is one thing I must ask you. An Asian woman of your age should be married. Why aren't you?' I replied that it had not been a priority."

It was left to Ms Sharma to raise the subject of the firm, the prospective articles and her academic background. Five minutes was spent discussing these points.

"At the conclusion of the interview he said, 'I am not sure you will go to law school. You are highly educated but I do not think you will be able to cope if something [marriage] comes up between now and September. Contact us when you start law school.'"

Ms Sharma replied, as she was shown the door: "Are you saying you will offer me articles on condition that I finish my law finals?" To which the interviewer replied: "Yes."

But she has yet to receive written confirmation of the firm's offer, or otherwise, in spite of having requested it.

The Law Society and the City of London Law Society, which are both keen to promote greater black and Asian enrolment, have expressed disquiet at Ms Sharma's treat-

ment. The Law Society is also eager to attract more women into the profession.

Ms Sharma traces her interest in law back to her childhood in Trinidad where her uncle and cousins run a well-established family law practice. Her education from secondary school onwards has been in Britain. She read a BSc in law and politics at University College of Wales, Aberystwyth, where her aim was to become a barrister. But she decided not to take up a place to study her bar finals at Lincoln's Inn because she felt her joint honours degree had not given her a sufficiently wide knowledge of the law.

That was put right with a diploma in intellectual property law at Queen Mary College, London University - during which time she decided to become a solicitor - followed by a PhD in economics focusing on the economics of patent litigation. Ms Sharma assumed her post-graduate qualifications would ensure a trouble-free passage to articles. Not so.

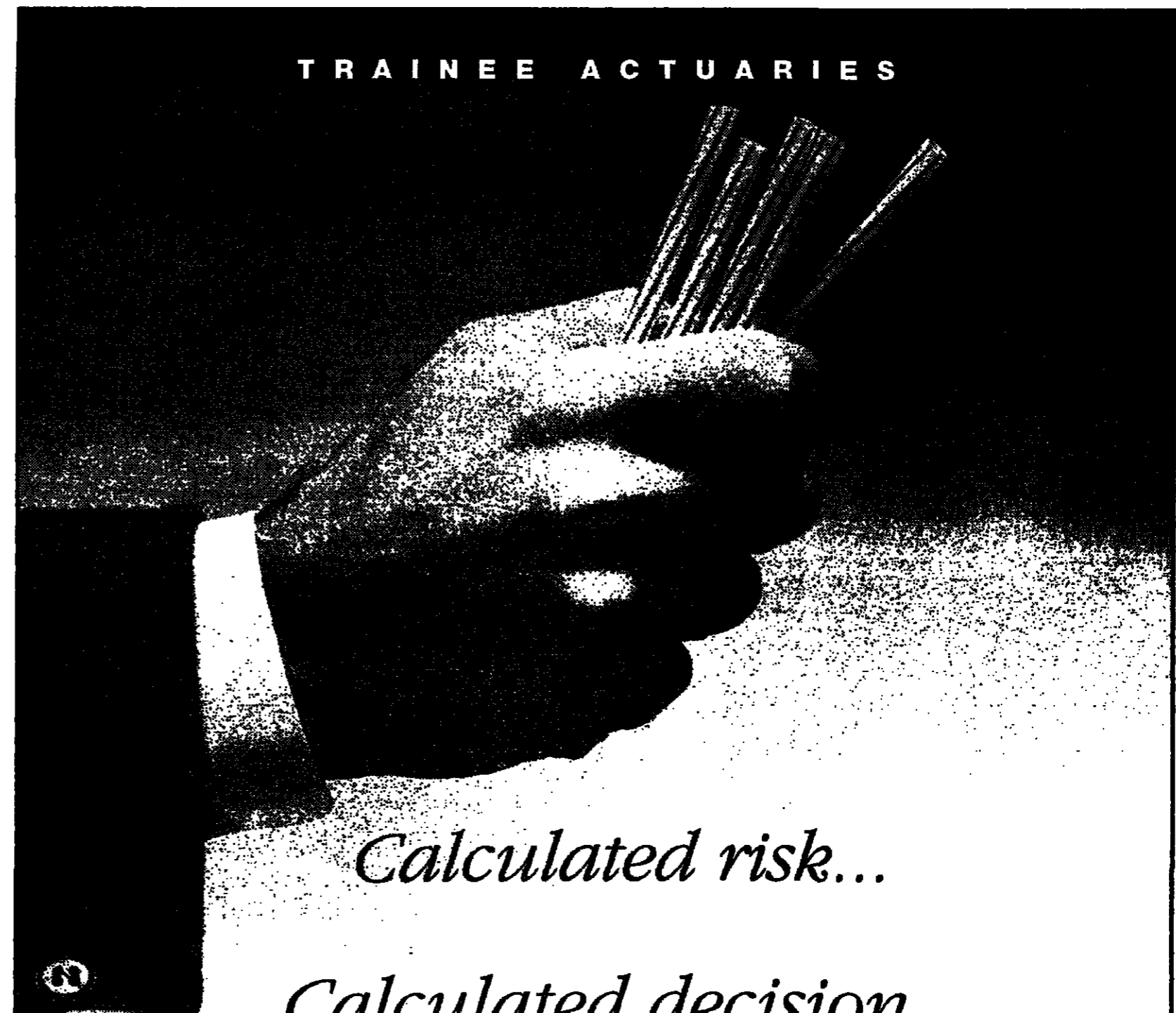
"I have a degree, a post-graduate diploma and I have almost finished my PhD. I am just so surprised that in spite of all my further education solicitors' firms are still not interested. I thought I would be snapped up. The vast bulk of the firms I wrote to - including the top 60 in the City - have not even replied. Some said they wanted better qualified people. It is shocking."

A common concern at the three interviews was that I would leave prematurely to marry. At two of the interviews - with smaller firms I expressed an interest in continuing education, to keep abreast of changes. This did not go down well. They seemed to regard this as a diversion. One of the firms has not even replied to me. I can only think that I have been rejected because I am an Asian woman and because of my age."

In spite of her setbacks Ms Sharma is determined to stick it out. In the summer she adopted a more direct approach: she began telephoning solicitors' firms and asking for vacancies. That produced two invitations for interviews.

As for the "cricket test" Ms Sharma feels she, and many Asian women have been

TRAINEE ACTUARIES



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The world

THE EUROPEANS

The door has been opened...

...But the birds seem reluctant to fly, writes Lucy Kellaway

EUROPE is your oyster. You have the right to study anywhere in the Community. You have the right to work anywhere in the Community.

If you have a professional qualification or a diploma of any sort, you will be able to use it in any of the twelve EC countries without taking more exams.

That, at least, is the idea. The reality is rather different, and if your ambitions for the future are rooted firmly this side of the Channel, then you are not alone.

In the last few years governments have done the legislative spade work, and laws allowing people to move freely will be in place by 1992. Now no country can kick you out as a student if you can support yourself, thanks to a directive recently agreed.

A second measure - which comes into force at the start of next year - means that if you are, say, a qualified lawyer, vet, physiotherapist or accountant, other countries must recognise your qualification.

In addition, the Commission is doing all it can within its budget to try and encourage people to study, train and work abroad, with numerous schemes amounting to almost Ecu 1bn over the next five years. These will pay for students' and professors' move to other European universities, and will help companies in their efforts to get their employees speaking foreign tongues.

The Commission is just completing a lengthy guide of tips to students for getting work in Europe, and is embarking on an ambitious inventory which will show which countries are rich in which skills, and which have gaping needs for skilled employees.

So far, the numbers of people leaving their home country to study or work in Europe do not reflect these efforts. Only about 2 per cent of students have had any experience of

another European country, compared to a Commission target of 10 per cent.

There are four main problems: language, money, housing, and lack of information. Even supposing you are fluent in Portuguese, and have discovered some uniquely attractive course only available in Lisbon, the chances are you will have to pay for everything yourself.

Anyway, in a place where most students live at home, finding somewhere cheap to live may not be easy.

For these reasons the vast numbers of students who study in another member state do so under the Commission's guidance.

The Erasmus programme, which gives money to universities that have arranged exchange programmes with other countries, was launched 5 years ago. The scheme has taken off, with some five times as many students competing for the 35,000 odd places a year. About half of all EC universities take part in Erasmus, and many of those which do not have enough EC money to fund the schemes, top them up themselves.

Progress on job mobility is slower still.

Ever since the Treaty of Rome, people have been able to work in other countries on exactly the same terms as the locals, to set up their own businesses there. The only thing they do not have a right to do is to work for the civil service in another country. Should you, as a British citizen, have a burning desire to be a tax collector in Frankfurt, you might well find the door closed.

The Commission regularly collects statistics on movement of labour in general in the EC, and evidence is that the numbers that take advantage of this freedom are small, and seem to be shrinking. In most countries about 2 per cent of the workforce comes from other EC countries, and nearly

all of those are unskilled workers moving from the south to the north in search of a better life.

By contrast, nobody knows how many graduates get jobs in other member states, but everywhere anecdotal evidence suggests that the number is rising, although from a very low base.

By far the easiest way to work in the EC is with a multinational company with offices there. And as more and more European companies merge or expand into Europe, trying to keep up with 1992, the possibility of qualified employees moving with them gets greater.

This European onslaught affects almost every sector, from banking and stockbroking through to the big industrial groups. As a sign of greater mobility, multinational companies are becoming a common sight on the milk rounds of British universities.

Language may still be a problem, but it is one that many companies are increasingly prepared to take on themselves. Most big employers will send employees off to learn languages, or pay for courses at home.

It is far more difficult to get work abroad without a company already behind you. However this will become slightly easier for professionals after January next year, although no miracles are to be expected. Some professions - such as architects, nurses and vets - have been able to move around for some years (although from the number of French nurses in British hospitals one would not have guessed it).

Again there is a problem of languages, and the further problem that many professions run national closed shops.

The directives will mean your qualification must be recognised in other countries, but it does not mean either that those countries will give you a job, nor that it will be easy to set up on your own and



attract enough clients.

Cultural differences do not help: a French doctor - they are notorious for handing out suppositories with everything - is not likely to get far in a general practice in London.

This means you are likely to be limited to specific cases where the UK has an obvious

head start. Already Brussels and Paris are stiff with British legal and accounting firms, while in other areas, like engineering, British skills are in demand.

Some British doctors work abroad, but almost all of those are on the Costa del Sol doing out-hangover cures to pension-

ers and UK holiday makers. There is evidence that the appetite among graduates for working abroad is stimulated by any experience of studying there. Indeed a new Euro breed seem to be developing from the Erasmus programme, with many students wanting to stay in their adopted homes.

The most important changes are not legal ones, but changes in the attitudes of both employers and employees. Ten years ago you probably would not have dreamed of considering Europe. Now, the problems may seem to outweigh the benefits. But ten years from now...

DECISION TIME

In search of the best

Andrew Fisher looks at MBA rankings

AS BIG business becomes more international and Europe is gripped by the twin prospects of the post-1992 unified market and the opening up of economies to the east, more and more young managers are keen to have the magic letters MBA after their names.

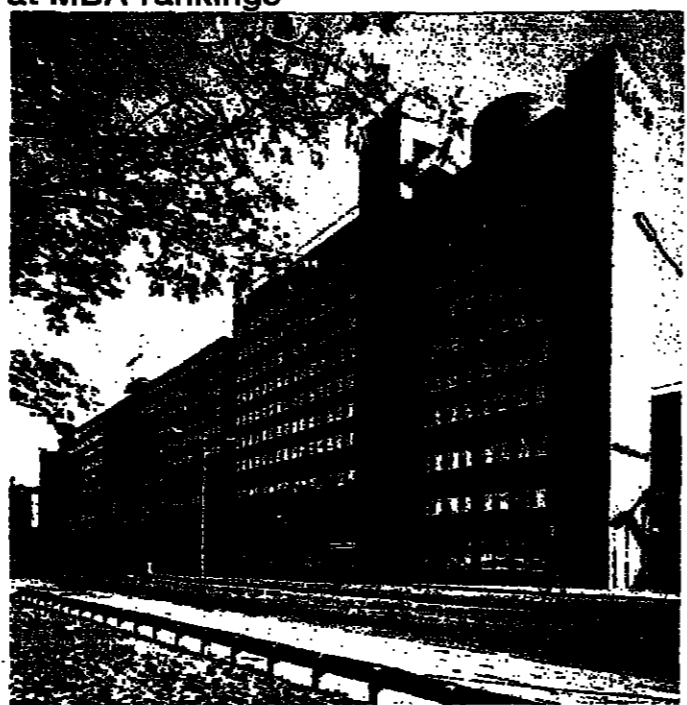
Deciding where to obtain the qualification of Master of Business Administration is no easy task. Last year, more than 6,200 Europeans entered business schools, around 900 of them from West Germany. Roughly half went to US schools and the rest stayed in Europe. The numbers are growing, but are still small in comparison with the US, where some 70,000 Americans graduate each year from business schools with MBAs.

Worldwide, around 900 business schools offer MBAs; about 300 have international reputations. So how does the eager and aspiring young manager set about making his or her choice? In the sensitive, competitive, and somewhat hot-house world of business schools, any attempt to try and pick out the best is bound to ruffle feathers.

Mr William Cox found this out when his Frankfurt company Cox Communications published a study of the top 10 business schools offering MBAs in Europe. Some which came off less well than they expected reacted strongly, charging that Mr Cox was linked with one of the schools, the Graduate School of Business Administration (GSBA) in Zurich, which came third on his list.

In fact, he was involved in public relations work for GSBA until 1987, when he set up his own firm. Initially, Cox Communications did some work for GSBA, but has carried out none since. Mr Cox, a German-born American, asserts his ranking was an independent effort. He intends, with the help of his wife Ingrid, to extend this year's ranking to 30 schools, and to publish in English as well as German.

Obviously, any ranking is subjective and will be open to criticism. The Cox ranking was based on 20 criteria, including the content of courses and the quality of teaching, relations with business, the usefulness of the degree to companies, the competitiveness of admission, how schools manage themselves and their finances.



Manchester Business School, fifth in the Cox rankings

image, how well students do after their studies, and value for money.

First on Cox's list came the Rotterdam School of Management, part of Erasmus University. It scored highest on dynamism, the number and quality of lecturers, and in the way it managed itself. It also did well in terms of value to Dutch and international companies. GSBA was third, scoring well on usefulness to companies and benefiting in the study from its attempts to attract older students wanting to improve their strategic thinking, and the gearing of its courses more towards long-term decision making. Manchester (5th) also shone on these points.

Also in the Cox rankings were IMD of Lausanne (2), Institut Supérieur des Affaires Joux-en-Josas, France (4), SDA Bocconi of Milan (6), Insead of Fontainebleau (7), Nijenrode - the Netherlands School of Business, Breukelen (8), IESE of Barcelona (9), and the London Business School (10).

In the next study, Cox Communications will include more UK schools. Most UK universities have MBA programmes, Mr Cox.

Paradoxically, MBAs are not offered in Germany for legal and other reasons. "This is a missing link in our educational system," says Mr Harma Kauf-

mann, director of the new MBA Centre in Frankfurt, one of the tasks of which is to prepare students for the GMAT (Graduate Management Admission Test) set for MBA schools. The MBA Centre was formed by ESO (Euro-Schools-Organisation), a private educational organisation. The centre does not get involved in rankings, but tries to assess the suitability of particular schools and courses for students, depending on their abilities and goals. However, Mr Kaufmann says any attempt at ranking schools contributes to more clarity on the business school scene. "It's like opening the lid and looking in." Since business school courses of one to two years cost up to DM120,000, he reckons people are entitled to know more about them before they will be paying for.

Mr Cox believes more companies and managers will seek MBA education, as industries become more global and employers try to develop a multicultural approach embracing different races, backgrounds, and customs. The MBA Centre, says Mr Kaufmann, has contact with 230 US business schools out of around 700, and with 25 in Europe out of 45 which offer MBA courses. Somewhere, there should be a course to suit most ambitious, able managers of the future.

BRITISH companies are talking a lot about recruiting in Europe, but few are following up with much action.

Although a Royal Mail survey this year showed that 75 per cent of companies were "considering" recruitment in Europe, most of the impetus is still coming from the graduates themselves, according to Tony Raban, a careers adviser at Cambridge University.

Behind this reticence is, among other things, fear of the unknown and the perceived complexity of the process. ATS Quest, an enterprising British start-up firm of European recruitment consultants, is attempting to fill the gap by organising a British pavilion at continental recruitment fairs.

"We are trying to make recruitment in Europe as straightforward as it is in the United Kingdom," said William Archer, a founding partner. "Companies often quote educational, cultural and salary differentials as the reasons they do not want to recruit in Europe. But differences are precisely the reason why they should be doing so." This is to help companies build a European management base and enable them to react quickly and efficiently when new opportunities arise in Europe's unified market.

Marks and Spencer, which has taken part in several fairs and is helping to spearhead the British recruitment drive in Europe, plans to take on 25 permanent UK posts.

Like other firms, M&S began

FOREIGN RECRUITS

There's more talk than action

Companies are shy, says Barbara Casassus

with the fairs. France, Belgium and Holland all host a series of these during the year, which has made them the first choice of some British firms.

M&S, which has taken stands at fairs in all three countries this year, is now moving into the next gear in its recruitment campaign by making direct contact with higher education institutions and professors. It will next turn to Germany which has had no fairs until now, says M&S store recruitment manager Mike Shaw.

He was struck by the quality of students at a Paris graduate recruitment fair he attended last May, and by the dedication to academic grades.

The other three UK exhibitors in Paris in May - Barclays Bank, John Mowlem, and United Biscuits - had different aims. Barclays was looking for candidates for its new European management development programme, an offshoot of its UK graduate programme, and United Biscuits was fact-finding, as it does not intend to hire continental graduates until next year.

The response was "phenomenal", said Mike Whitley, who

looks after European graduate recruitment for Barclays. "I interviewed 15 candidates on the first day and four were suitable to go on to the next stage."

A poll in Paris of 170 graduates looking for a job in Britain showed that 55 per cent wanted to stay for two or more years, and that one in three aimed to build a career there. Sixty-two per cent said experience abroad was important for long term career prospects, and most of them were targeting the banking, finance and insurance sectors. Other favourites included the food/drink/tobacco, transport and communications, and retail industries.

ATS Quest will take part in eight events this academic year, including Germany's first two fairs - in Cologne (formerly West Germany) in September, and in Leipzig (formerly East Germany) in early 1991.

As well as staging the British pavilion, it will again organise fair visits by groups of personnel officers that are interested in recruiting in Europe but have not yet decided to exhibit.

The Royal Mail survey car-

ried out in the spring revealed that four out of five European students are willing to work in another country and that Britain, France and Germany are the top destinations in Europe.

The survey also showed that many UK companies do not believe a brain drain is approaching despite the Royal Mail's report in 1989 that said as many as 84 per cent of British undergraduates were prepared to move abroad to work. "Our latest surveys show that many employers are not taking the 'brain drain' warning seriously," said Royal Mail managing Director Hill Cockburn. Most were not convinced there was a shortage of graduates and few felt there was a crisis.

The 75 per cent now thinking about recruiting from Europe said their preference was for West German and French graduates. After a year's training in the United Kingdom, some recruits would work for the company in their home country and others would be based in the UK.

The latest figures, published in the summer, indicated that 85 per cent of British students would still go abroad to work. This was more than in any other country.

Britain was a popular destination in order to improve English language skills and for career prospects, but Germany was thought to offer the best deal to business people, taking account of salary, status, quality of life and other relevant factors. Pay was not a top priority.

THE POLYGLOTS

It's not too late to learn to 'parlez-vous'

There are plenty of good reasons for learning a foreign language, says Peter Miller

GRADUATES who did not read languages while at a university or polytechnic - and for whom a logarithm table may be more familiar than a declension table - may consider the later acquisition of linguistic skills to be a low priority. But salary incentives or the desire or necessity to work abroad should motivate the tongue-tied to become tongue-tied.

Finding instruction can be a problem, not because of scarcity but because of overabundance. Language schools and private tutors appear almost to outnumber jobbing builders in the advertising listings.

The difficulty is that the industry is unregulated. There is no central registry of practitioners the way there is for lawyers or engineers," says

and membership secretary for the London-based Institute of Linguists, the body which promotes the use of modern languages and aims to improve the status of linguists working in all occupations.

The Centre for Information on Language Teaching and Research may be able to help. It sponsors conferences, maintains a library and publishes bibliographies and lists of sources, including notes on where to get programme schedules for foreign-language broadcasts. Funded by central government, the centre exists primarily to aid secondary school teachers. But it also does its best to counsel individuals and companies. It does not offer opinions about the merits of different courses.

Increasingly, training is

candidates who wish to use their new skill in business or commerce. The External Services Division of the School of Oriental and African Studies at the University of London runs courses in Japanese ranging from one week to six months' duration. These incorporate information on the organisation, customs and values of the Japanese market and use materials and techniques developed by the Japan External Trade Organisation's own language school in Tokyo.

Dzidra Stipnieks, assistant course organiser, says the courses "introduce business terminology at a very early stage."

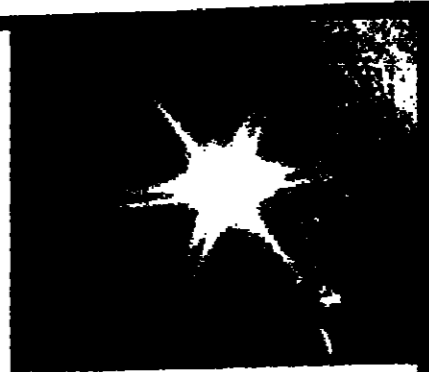
A five-day intensive course in elementary spoken Japanese with instruction from 9.30 am to 5.30 pm each day costs £235.

one after completing a MBA at the London Business School. She intends to work as a consultant in Japan and wanted a grounding in the language "to demonstrate commitment" to potential employers.

"The emphasis on conversation is just right," she says about the short course. "Trying to master the writing systems at the same time so that you could, say, read a newspaper, slows you down considerably. This way you get much further, faster and feel you have really accomplished something."

Whether you decide to learn a language privately, at one of the commercial schools or through the services open to non-undergraduates offered by some academic institutions, it is a good idea to secure a

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Graduates all: 125 people (picture left) line up to illustrate the wide variety of career opportunities on offer

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A

ACCOUNTANCY
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ACCOUNTANCY

Passport to job mobility

IN NO other country in the world does the accountancy profession exercise such an allure over the student population. In the US, bright graduates may aspire to be lawyers, and in West Germany they may set about becoming engineers, but in the UK, they decide in their thousands to become accountants.

Estimates vary about the total number of students going into the profession this year, but it is likely somewhere between one tenth and one sixth of all graduates will opt for a job in accountancy. Even those doing the recruiting scratch their heads and wonder whether this can be good for the country.

For most people, the attraction of any type of accountancy job lies less in the work itself than in the qualification gained after several years of study. The possession of such a qualification is a passport to job mobility and provides a guarantee of financial security for the rest of your life.

The early years are hard, but those willing to stay for the long haul can find a genuine pay-off. After earning a professional qualification, the opportunities blossom.

However, they do not blossom equally for everyone. Only the accomplished will be able to name their jobs; most others will simply be offered better paying jobs in accountancy and general finance. It is unwise to regard accountancy as a passport to top management.

In the short term, those contemplating applying for accountancy jobs should ask themselves some very basic questions, the most important of which is: do I really know what a trainee accountant does? Having established the answer, you must ask yourself: am I absolutely certain I am suited for it?

There are several types of accountants, but roughly the division is between those who work in the profession (such as chartered accountants) and those who are in industry or the public sector.

In the profession, you tend to make your living by doing audits, while in industry you get involved in all aspects of financial management. In the former, you will be employed by an accountancy firm, large, medium or small; in industry, the typical employer would be a large company. The work will differ markedly, as will the content and structure of your professional training.

In the early years, the job itself is likely to be tedious, unchallenging intellectually after undergraduate life. Combine that with the pressure of studying for exams in your own time, and it is not surprising that many people either give up in despair or stick it out in a state of great personal unhappiness.

A typical day's auditing in one's first year may involve finding a client's cash book and cross-referencing entries to a bank statement. There may be a bit of photocopying as well, not to mention making coffee and collecting the partner's sandwiches. In the second year, you may take responsibility for planning who and how many people will look at the cash book and do the photocopying.

People with a natural grasp of numbers, and understanding partners, are in the best position to emerge at the end of the qualifying period with their sanity and social life intact. Those with engineering degrees do not tend to complain, but graduates in English or French do.

Although the job of accounting and auditing may be tedious, fellow trainees and your superiors are likely to be young and intelligent. More than half the 6,427 graduates who started to train as chartered accountants last year had first class or upper second degrees. Many trainees warm to the camaraderie and the team spirit, made all the more intense because of an "all in it together" mentality. Careers tend to be highly structured so that you will not be left to flounder on your own. Also, salaries rise very quickly.

Most of those who go into the profession do so because they wish to postpone decisions about the rest of their working lives until qualification, while those who go into industry straight from university probably have a much better idea of what they want to do and what they are letting themselves in for.

Rather than mindlessly joining the crowd, the best bet is to get some experience of the work you would end up doing before taking a job. There are many schemes



One in 10 UK graduates opt to become accountants but each must ask: am I absolutely certain I want to be one?

to the individual accountancy firms and recruiters, for more details.

Further information: The Institute of Chartered Accountants in England & Wales: PO Box 433, Moorgate Place, London EC2P 2BJ; Chartered Institute of Management Accountants, Education and Training Department, 63 Portland Place, London W1N 4AB; Chartered Institute of Public Finance and Accountancy, 3 Robert St, London WC2N 6BB; Institute of Chartered Accountants of Scotland, 27 Queen St, Edinburgh EH2 1LA; Chartered Association of Certified Accountants, 29 Lincoln's Inn Fields, London WC2A 3EE; Institute of Chartered Accountants in Ireland, 87-89 Pembroke Rd, Dublin.

David Waller

Six ways to avoid a culture shock

IT USED to be said that you could walk from Cambridge to Oxford without stepping off land belonging to the two St John's colleges. It is now almost - possible to say the same thing about London, except that the landowners in this case are buildings housing branches of large accountancy firms.

The accountants are everywhere. After a decade of unprecedented expansion, the very biggest of the firms are now multinational organisations, employing tens of thousands of people across the UK and continental Europe. They do everything, from straightforward auditing to exotic forms of management consultancy.

The big firms exert a big pull over the UK's student population. Graduates of all disciplines are attracted by the idea of qualifying as chartered accountants while working within a "brand-name" firm, the mere mention of which in later life ought to be a badge of quality and guarantor of above-average earnings.

After a spate of merger activity last year, there are now six big international

firms, distinguished from their not-so-small competitors by their commitment to serving large, multinational clients. The biggest is Coopers & Lybrand Deloitte, with a UK fee income of \$531m last year; the smallest Arthur Andersen, with fees of more than \$200m in the year to August.

The would-be chartered accountant signs a three-year contract. He or she has to pass three sets of fiendishly demanding professional exams, while taking on ever greater responsibility for the sort of work which generates fees for the partners who own the firm. Average starting pay for 1990-91 seems to be £12,500 in London and £9,500 in the provinces.

To the uninitiated, the big six are difficult to tell apart. Go for an interview at any of these huge organisations, and a polished recruitment professional will tell you that only in his firm is it possible to audit lots of big companies, pass your exams first time, and enjoy yourself in the company of interesting people to boot.

In fact, the firms all have distinct characters of their own, different "corporate cultures". Knowing something about the peculiarities of the individual firms could help you make a better-informed choice than if you took the recruitment professional's word for it. It could also mean the difference between abject misery for three years, and quite a good time.

Here is an informal guide to the Big Six. The aim is to identify a couple of adjectives to describe each firm's culture, and then to suggest a line of inquiry which you could pursue at interview. ■ Coopers & Lybrand Deloitte, formed earlier this year out of the merger of Coopers & Lybrand and Deloitte Haskins & Sells, could be described as big and aggressive. Under senior partner Brandon Gough, the firm has pursued aggressively the top slot in the UK market. Try to find out what it is really like to be a tiny fish in an ocean of more than 8,000 staff.

■ KPMG Peat Marwick McLintock is also aggressive, and it is commercial. With 7,500 staff, it is not too small either. Being auditor to the Royal Family, it has a reputation for being crammed full of ex-public school boys, but Colin Sharman, head of the consulting division and

a grammar school boy himself, says that it is meritocratic and that the firm embraces "a cult of the individual". Ask what that means.

■ Ernst & Young, formed last year out of Ernst & Whinney and Arthur Young, reaped dividends for putting its merger together before anyone else's, with a minimum of fuss. It is well-managed and has an impressive portfolio of clients, as well as a fast expanding practice in the Eastern bloc. Ask about opportunities for Polish and Hungarian speakers.

■ Price Waterhouse is a name that has been virtually synonymous with the accountancy profession in the UK for a century or more. Rightly or wrongly, it failed to put together a merger with Arthur Andersen last year and slipped down the league table as a result. It still has a superb collection of clients, a reputation for arrogance, and a sense of humour. Some of the nicest people in the business: ask about the staff swimming-pool at head office.

■ Touche Ross has recently jumped up the league, displacing Arthur Andersen as number five in the summer as a result of a merger with Spicer & Oppenheim, formerly one of the top medium-sized firms. This was a coup for Mr John Roques, the recently-appointed managing partner, and did something to salvage a reputation damaged last year when the firm failed to merge with Deloitte, partners in which preferred to be swallowed up by Coopers. Ask whether you will have to work too hard: Touche merged with Deloitte elsewhere in the world, and a lot of Deloitte business has been referred to Touche in the UK as a result.

■ Arthur Andersen is probably the most intensively-managed professional service business in the world, and comes the closest to being "one firm" around the world, despite a structural fissure between its extremely successful consulting side and its auditing business. American in style, a Calvinist work ethic prevails. The writer of this article worked there for a year and found it unbearable: others find the atmosphere extremely stimulating and can never tear themselves away. The firm is different: ask what makes it so.

Happy hunting!

David Waller

Your indecision need not be final

THE great virtue of opting for a training contract with an accountancy firm is that you can defer for at least three or four years taking decisions on precisely what sort of business career you would like.

By the end of that time, the theory goes, your job as an auditor will have exposed you to so many different businesses, of varying sizes and in a multiplicity of sectors, that you will be well placed to sort out what to do next.

Many - if not most - newly-qualified chartered accountants do not, of course, opt to stay in the profession. They flock to the City or go into industry where tens of thousands of chartered accountants have gone before.

For those students who do not wish to put off the decision for three or four years, and have a good idea what they want to do from the outset, there is another route into industry: to train as a management accountant.

This is a very different kettle of fish from a job in an accountancy firm. One does not float from client to client, assessing whether their accounts are "true and fair". The trainee management accountant is - in the early stages of a career at least - responsible for preparing those accounts.

If the type of work differs from that done in the profession, so does the training. In essence, training in industry is less formal and less structured than at an accounting firm. Companies organise it as they see fit: there is no broad pattern as there is among accounting firms.

The aim is to qualify as a member of the Chartered Institute of Management Accountants, which requires one to pass four sets of exams, and to accumulate a minimum of three years of relevant experience. The examinations can be taken via correspondence courses, or by day-release: it is up to the employer.

The sort of work that the trainee will be doing on the way to qualification will fall

broadly into the following categories: management accounts (which includes a range of tasks, from simply preparing accounts and budgets, to analysing what the figures mean); internal audit; systems work; strategic planning; and treasury management.

The early years - perhaps the first two - will involve a significant ratio of drudgery. The work one will do is at that stage inclined to be technical and clerical in nature; as one goes up the organisation, the technical content of the job will diminish and general management responsibilities assume more importance.

Jobs are on offer from numerous UK companies in all sectors, from heavy manufacturing to light engineering and publishing. Not all of these are pitched exclusively towards graduates: the proportion of school-leavers training for the CIMA qualification is much higher than for the ACA.

Big blue-chip companies - as well as some public sector organisations - offer training schemes tailor-made for graduates.

Such companies tend to have numerous subsidiaries and the trainee would find him or herself working in a succession of different businesses, at the same time as working through a succession of different technical disciplines.

Under such a scheme, the aim would be to become the finance manager - even the finance director - of one of the subsidiaries or business units, after three to four years, which is about the same sort of time that it takes to qualify as a chartered accountant.

History shows that the opening pay for these schemes tends to be better than the starting salaries for those joining the big firms (£9,500 to £12,500 for those beginning work in the autumn), although that premium is eroded over the next few years.

Once qualified, the management accountant can choose to work in whatever industry he or she likes, and in whatever country: accounting skills are very transferable.

But there are few - if any - glamorous City jobs going, for example in stock-broking or corporate finance.

That reflects the fact that the training concentrates on the preparation and interpretation of figures for internal management use, rather than on the so-called financial accounts published by companies for the delectation of external users such as analysts and financial journalists.

Making the switch from playing a purely technical role to being a general business manager, is a function of time - and character.

As time goes on, the management accountant will have plenty of opportunity to demonstrate to peers and superiors that he or she is more of a manager than an accountant.

The CIMA qualification is not as glamorous as the ACA, but that has not stopped Michael Checkland becoming director-general of the BBC, or Allen Sheppard becoming chief executive of

ACTUARIAL SCIENCE

Last laugh for the figure fanatics

AN ACTUARY, the saying goes, is someone who found accountancy too exciting. But Britain's 3,400 qualified actuaries are apparently having the last laugh. Not only is this one of the UK's best paid professions - the newly qualified actuary can expect to make comfortably more than £30,000 a year - but actuaries also now occupy some of the most powerful positions in the City.

The actuary's basic task is to use the mathematics of probability and statistics to manage insurance companies and pension schemes. But the role of actuaries has developed beyond that: they manage some of the City's largest investment funds and run multinational financial institutions.

The profession is still expanding fast. Five years ago, the London-based Institute of Actuaries calculated that by 1995 demand for actuaries would grow by 60 per cent. That forecast still holds. In the two areas where actuaries still reign supreme - pensions and life assurance - a flood of new government legislation and the challenge of the European integration have all made new work for the profession. Last year, there were 438 new actuarial trainees in England and Wales, and that number is expected to rise by 10 per cent annually.

Although as many as 80 per cent of graduate actuarial trainees have pure mathematics degrees, an actuary does not need one.

For most people in the profession, A-level mathematics is probably adequate," says Mr John Wagh of the Institute of Actuaries' Oxford-based education service. Although most employers still expect their trainees to have studied a science-based subject at university, some will look at arts graduates, too.

These days the job of an actuary involves strategic management, marketing, or even planning mergers and acquisitions for foreign expansion. An actuary might well be asked to analyse a new project, like building up a network of estate agencies as a sales channel, to assess just how profitable it would be and to estimate potential profits.

In the words of Mr Bob Parfett, who is the assistant manager responsible for actuarial training at Pearl Assurance: "These days we can all produce lots of numbers out of a computer at the drop of a hat. The important thing is to be able to interpret them. And the actuary also needs to be a good communicator, so that he can explain his findings to non-actuaries."

Nobody contemplating a career as an actuary should underestimate the hard work required. Most employers expect at least an upper second-class honours degree, and some aspiring actuaries also go on to take the post-graduate degrees in actuarial science offered at the City University in London, the London School of Economics, and Heriot-Watt University in Edinburgh.

But the stiffest challenge is to pass the challenging professional examinations set by the Institute of Actuaries and its counterpart in Scotland, the Faculty of Actuaries. Eighteen months is the shortest time anybody has ever taken to complete the examination but seven years is still the average required for students to pass the Institute's 24 compulsory examination papers. Each lasts three hours and covers topics ranging from the hard core mathematical subjects to pension fund planning and management.

Employers do try to help smooth the path of the trainee, for example, by offering generous study leave. At Clay & Partners, for instance, one of the UK's leading firms of consulting actuaries, trainees are expected to finish their examinations in between three and five years, but they receive one day of study leave each week. However, most employers will also expect their trainees to be earning their keep very soon after they arrive, and the work load can be quite heavy.

In spite of the demands of the job, it remains a very attractive one. The average starting salary for new actuarial trainees is about £14,000.

Further information: Institute of Actuaries Actuarial Education Service, Napier House, 4 Worcester Street, Oxford OX1 2AW; Faculty of Actuaries, 100 George Street, Edinburgh EH2 2JN.



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World Class

ACTING

Where the going gets tougher each year

ACTING imposes fewer conditions on its acolytes than any other vocational career. No rules apply about prowess — physical or mental; size; appearance; intellect or academic qualifications.

More than religion, more than medicine, more than law, acting is the calling *par excellence* where the call is all; and nobody contradicts you if you call yourself an actor the day you leave school.

That is the trouble. As Peter Plouviez, the worried general secretary of Equity, points out, the actors' union is two and a half times the size it was just over 20 years ago (18,000 membership in 1969, 46,000 now) "and the amount of work has not grown".

But since the membership of Equity is related to work experience — not even drama school graduates get membership without a job in the first place — does not that suggest that work is plentiful, at least in the early part of a career?

Mr Plouviez agrees, albeit with a certain irony. "Young actors earn better in the first two or three years than subsequently."

"Just out of drama school, they're likely to go into provincial rep, and they're quite popular as good-looking young people at a low weekly salary." This is a regular pattern. "It's not so bad at the start; it's very, very bad when you try and earn more and you stay in London, do one or two jobs on TV. Often you earn much less."

There is no longer a closed shop. The aspirant Thespian can form his own group with like-minded hopefuls wherever a space can be found. London is full of fringe groups in rooms over pubs as an increasing number of enterprising young actors decide to make their own opportunities. "Hundreds come

straight from the street into acting," sighs Mr Plouviez. However, a quota system regulates newcomers to established repertory companies. A repertory company can take only one completely untrained beginner.

But the days when success with the Oxford University Drama Society or Cambridge Footlights meant an automatic entrée to the highest reaches of the profession are gone. Says Siobhan Bracke, casting director of the Royal Shakespeare Company: "The university actor hasn't usually had as good a training as drama school gives — he knows less about movement, body or voice." Most schools now offer post-graduate courses for the older entrant.

Besides technique, the drama school offers practical know-how in contacting agents and directors. The regional drama schools make a point of mounting showcase productions in London for senior students. Practical teaching ensures that the bread-and-butter jobs can be tackled — riding, fencing, the basics of film and TV work. Illusions soon give way to the realisation that Olivier's fame and Caine's fortune are less important objectives than simply staying in work, from TV commercials to West End musicals.

Indeed, the RSC is disturbed at the "alarming number" of young actors who have not worked on classical texts; another sign of the TV/Light Entertainment orientation that is accompanying the depletion of the provincial rep, once the backbone, and pride, of the British theatre.

Once in the profession, the actor can find specialised categories: recent success stories include Tara Arts (Asian actors), Black Mime, and Graeae (handicapped performers).

But the sexual composition of Equity membership — 52 per cent male to 48 female — is misleadingly optimistic over women's opportunities. The notorious paucity of good roles for women between the stages of *ingenue* and *harridan*, Ophelia and Lady Macbeth, means frequent retirement for a decade in one's thirties and (if lucky) emergence as a tougher character actress in middle age.

Shakespeare regrettably leads the way with four or five times as many male characters in his plays as female, and modern writers are only just beginning to do better.

Ethnic minorities find casting is colour-blind to the point of positive discrimination: one eminent Shakespearian was dissuaded from Othello not so long ago by black activists.

Critics who carp, from naturalistic criteria, at, for example, black nobles in 11th Century Scotland, are branded as racist. As the recent American Equity debate over Miss Saigon proved, race issues are hideously sensitive, leading to confusion and bitterness. Black or Asian actors often blame discrimination for unemployment, but a glance at their white counterparts would suggest this is unrealistic.

Equity reminds us what direction the theatrical course usually takes. "There's a huge crossover from the profession after about nine years — or when you can't support the wife and children, when you can't afford to live at 35 or 37, having started at 23."

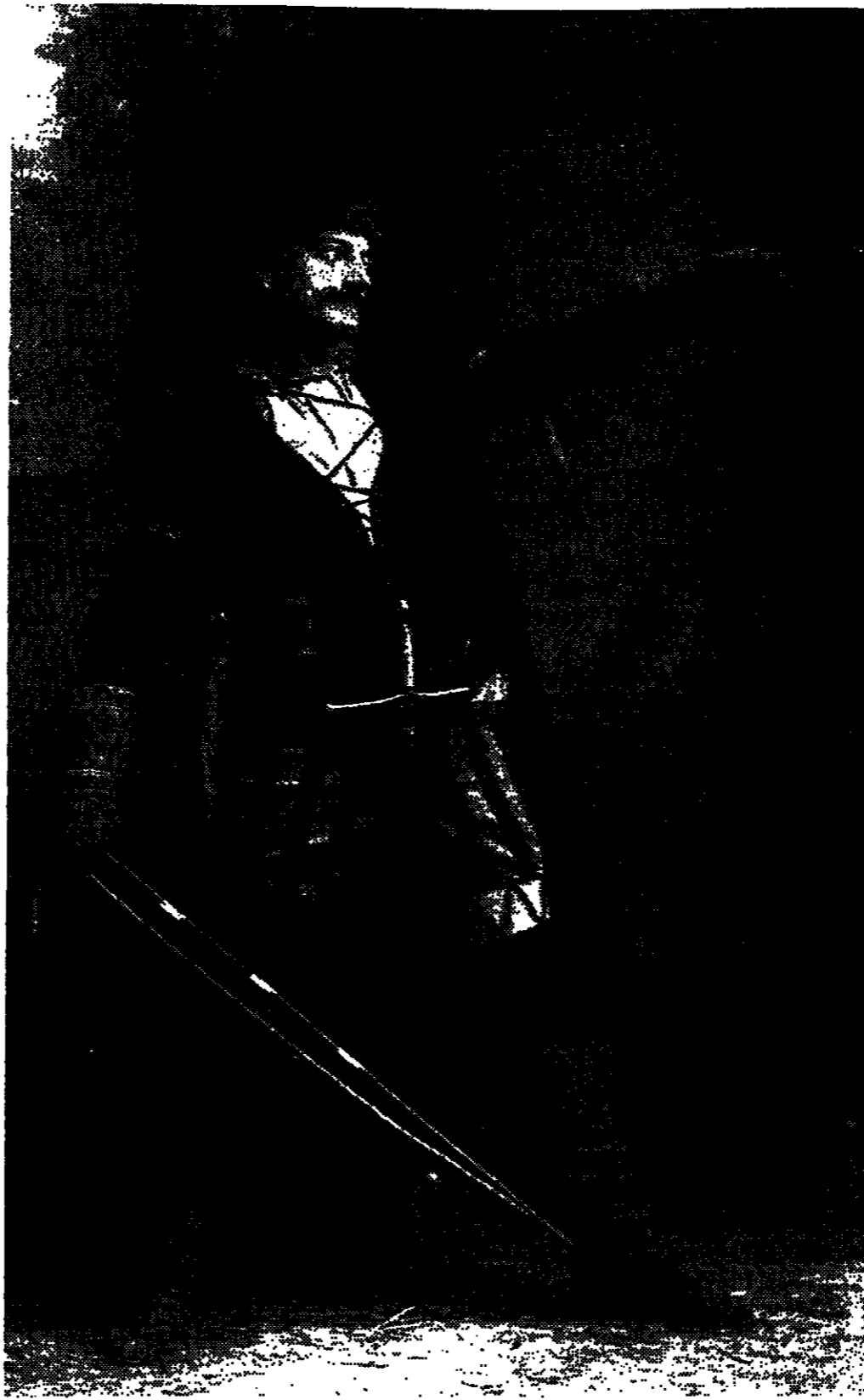
Siobhan Bracke of the RSC observes a new impatience in young actors "to get there fast, to get mortgages". Hence an unwillingness to commit themselves to the company life on a provincial stage, away from the limelight of London and the TV job that could be worth a year's theatre salary.

The last official survey of actors' earnings applies to the year 1987/8 when 72 per cent of the profession earned less than £10,000. More than half earned less than £5,000; just over a quarter less than £1,000. One per cent made more than £50,000.

"The median earnings," comes Mr Plouviez's doom-laden sentence, "were £3,750." He pauses gloomily. "If I were an actor," he reflects, "I'd be a journalist. Or work for Equity."

Further information: for a general prospectus of drama schools write to Webber-Douglas, Academy of Dramatic Art, 30 Clareville Street, London FW7 5AW. Tel 071-370 4154.

Martin Hoyle



In acting no rules apply about prowess, physical or mental; size; appearance; intellect or academic qualifications



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ADVERTISING

Only the brightest and best survive

"I don't know any trade which offers such variety, the atmosphere is extraordinarily stimulating. Agencies are psychological hothouses. You will never be bored."

— David Ogilvy in Ogilvy on Advertising.

DAVID OGILVY is a doyen of the advertising industry. He is the Ogilvy in Ogilvy & Mather. He spends his time at Touffou, his 12th century chateau outside Paris. Yet the corridors of his agency are still carpeted in red, the same colour as his braces — or suspenders, as they call them on Madison Avenue.

Ogilvy worked his way into advertising by the long route. He started out as a chef at the Hotel Majestic in Paris, and then sold Aga cookers before discovering the world of "psychological hothouses" with its copywriters, pitches and planners.

Some other ad executives also did it the hard way. Frank Lowe, the Lowe in Lowe Howard-Spink, started out in the mailroom of J. Walter Thompson. Charles Satchi, of Satchi & Satchi, was jobless for a while after leaving his first agency.

Today there is an easier way into advertising: becoming a graduate trainee. The big advertising agencies, which depend on a constant turnover of bright young things to dream up ideas for their clients, are desperate to hire graduates.

Almost any academic discipline will do, although arts degrees tend to dominate. Languages often help, given that the large agencies now own networks of international offices to which bright young things can be dispatched.

But the agencies are only really interested in hiring the brightest and the best. J. Walter Thompson generally receives anything from 800 to 1,200 applications for 14 or 15 jobs. The agencies all tend to chase after the same "star" applicants — those who really stand out in interviews.

Last year one Oxford undergraduate was besieged by anxious ad execs who tore down to Oxford to regale him with the virtues of a career at their particular agency over increasingly lavish lunches. So if you are going to stand

advertising. You do not need to be able to tell the difference between Eurocom and Omnicom. Torturing the interviewer with your analysis of Jean Baudrillard's theories of contemporary culture is definitely not a good idea.

But it does help if you know the names of the agency's big clients and that you can recognise its big campaigns. A summer job in an agency, or an involvement with advertising as an undergraduate also helps. Robin Wight, the W in WCRS, sold space on the university newspaper while at Cambridge.

If you are taken on then you will probably be shunted into account management, where you liaise with clients and map out strategies for campaigns, or into the media department, where you would buy space for the campaigns on television or in the press. The agencies tend to recruit people on the creative side — the art directors and copywriters who actually style and write the ads — from art schools.

The graduate trainees begin at the bottom. At JWT, for example, they start off as junior members of account or media teams on salaries of around £12,000. After nine months they become account or media executives on about £13,500. Within two years they will probably have been promoted to account manager or to senior media executive on £16,000 to £21,000 with a car. A year later they could become an account director or media associate director on anything from £20,000 to

TOP 20 UK ADVERTISING AGENCIES IN 1989

1.	Satchi & Satchi
2.	J. Walter Thompson
3.	BBB Dorian
4.	Young & Rubicam
5.	BMP DDB Needham
6.	D'Arcy Masius Benton & Bowles
7.	Ogilvy & Mather
8.	Lowe Howard-Spink
9.	Collett Dickinson Pearce
10.	SMB Price Lines
11.	Grey
12.	Worrie
13.	Leo Burnett
14.	Publicis
15.	McCann-Erickson
16.	Albott Mead Vickers SMS
17.	KHBS
18.	Gold Greenlees Trot
19.	Allen Brady and Marsh
20.	Bartle Bogle Hogarty

Source: Campaign

£20,000 — with a bigger car. After that, the sky's the limit. Advertising is a truly meritocratic industry. Those with talent can go a long way.

Six members of JWT's 40-strong main board joined the agency as graduate trainees.

The rewards for success are high. The legendary large expense accounts have shrunk in the recession, but the tables at Groucho's and the Ivy are still crammed with ad executives preening over plates of polenta. People really have been persuaded to leave their agencies — or to stay — by someone dropping the key to a Ferrari on their plate. One Satchi executive returned home to find a hole in his back garden. The agency had

treated him to a swimming pool. The stories of telephone-digit salaries are true.

It is also easy to move from agency to agency. Most graduate trainees learn the basics at big agencies, and get offers from smaller shops from their third year onwards. If you fancy your own business, it costs next to nothing to set up an agency, although the days of making serious money by floating on the stock market are over after the financial crises at Satchi and Yellowhammer.

The rewards may be high for the successful, but the ad industry is brutal with those who fail. Anything from a wobbly account to an unhappy client or an unsolicited takeover bid can cause dozens of job losses. Dave Trot of Gold Greenlees Trot was a victim: he arrived at a board meeting this summer to find that the agency he founded no longer required his services as a creative director.

Advertising is a young industry. The truly talented can expect a seat on the board in their 30s. Those with rosy-tinted visions of job security after the grand old age of 40, however, should choose a different career. So if you are thin-skinned, with no stomach for polenta, then you are probably not cut out for a career in advertising. But if you fancy the idea of a corridor carpeted in the same colour as your braces, then start swotting up on those client lists.

Alice Rawsthorn



هكذا صنعنا القليل

AEROSPACE

High-tech jobs need the highly qualified

THINK of aerospace and you think of high technology - Concorde, Airbus, rockets and satellites.

Such high technology derives from highly-qualified people, and aerospace companies depend heavily on graduates, who account for 20 per cent of the industry's workforce of 200,000.

Naturally there is a great demand for engineering graduates, but the aerospace industry also encompasses more traditional engineering and management skills and the sector has a seemingly insatiable demand for qualified young people from all disciplines.

The figures for graduates run into thousands each year, with more than 1,000 needed to replace those who move to other jobs, before taking account of the growth of the sector.

There is little sign of the demand for graduates abating in an industry noted for multi-million and billion-pound orders for aircraft, space and missile projects. The high rates of growth common to the aerospace industry for almost half a century look set to continue, but there are some clouds of uncertainty gathering round companies involved in military work as a result of the end of the Cold War.

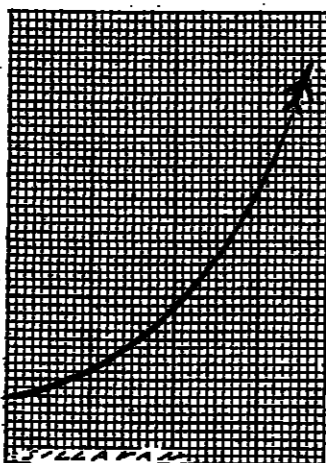
This has reduced demand for military aircraft, which have been a mainstay of activity in much of the aerospace industry since the Second World War.

Aerospace companies are trying to mitigate the effects of these changes, by seeking more civil aerospace work, and by attempts to diversify away from too heavy a dependence on military products. The tension in the Middle East, however, shows that as one military market declines, others may emerge.

Nevertheless, although the changes in Europe could eventually reduce the demand for staff at all levels in companies involved in the production of components and equipment for military aircraft, this does not appear to be the case at the moment.

Ms Rosemary Harper, the resourcing manager for British Aerospace, one of the largest aerospace companies in Europe, says that "so far there are no indications from the constituent companies in British Aerospace that they need fewer graduates as a result of the changes in defence".

The aerospace industry has to compete with other high technology industries for



graduates, especially in the south of England, where companies in the computer, software and electronics sectors are also hungry for the same graduates that aerospace needs - in pure science, engineering subjects and, especially, mathematics.

British Aerospace continues to require a rising number of graduates, with a total of 1,130 wanted last year compared with 950 in 1989, and 690 in 1988. The company has no figure for its likely requirements this year.

Last year British Aerospace gave presentations at 61 educational institutions and was looking for graduates from a wide range of disciplines, including arts, economics, psychology and law as well as engineering and science.

Students are initially recruited for particular business areas and receive on-the-job training

supplemented by management courses.

BAe also runs an Initial Management Programme which pushes people, usually in their mid-20s, into early management responsibility.

At a time when a career in engineering has poor status and is still relatively poorly paid compared with France, Germany, Japan and the US, there are signs of a rise in interest among graduates in a career in engineering, according to British Aerospace.

Ms Harper says "graduates are aware of the opportunities available in industry and we have found that they are sophisticated in asking prospective employers questions about career prospects, conditions of work and salaries. They are very discriminating on the basis of the replies they receive."

The typical starting salary for a second class graduate without work experience would be £11,000 at British Aerospace. Applicants should bear in mind, however, that each site has autonomy to offer better starting salaries, depending on experience, the class and the discipline of the degree.

Not all companies in Britain's aerospace industry are as large or as wide-ranging as British Aerospace, or as internationally well-known as Rolls-Royce, the second biggest name in the UK aerospace sector, famous for its aero-engines.

Many of the 300 companies that are members of the Society of British Aerospace Companies are small and offer a more specialised, but potentially satisfying career. There are so many it would be invidious to single out one or two, but it must suffice to say that they work in such specialised and diverse areas as sensors, computer software, radars, undercarriages, instruments, electronics in all its forms, and parachutes. Further details: Air Commodore A.D.A. Honley, deputy director, or Mr Mike Chapman, the chairman of the education and training committee, The Society of British Aerospace Companies, 29 King Street, St James's, London SW1Y 6RD. Tel 071-639 3231.

Lynton McLain

CIVIL AVIATION

Travel perks don't pay the mortgage

AH! THE romance of the aviation business. Certainly, it sounds alluring. Jet-setting around the world - and being paid for it - understandably holds considerable attractions for many graduates, particularly those whose alternative is a career in the widget and sprocket business based in East Nowhere.

But those thinking of entering aviation just for the travel should be warned that, for most graduates, its attractions soon wear off. That, at least, is the view of Mr Peter Hilton, the recruitment and training manager at Air France in London. Travel perks - even if they do offer the possibility of a return flight to New York for £25 - do not pay the mortgage.

There are compensations, however. According to Liz Wallace, the graduate recruitment co-ordinator at British Airways, what makes working in aviation so attractive is not so much the travel - most trainees at BA do not even go abroad in the first six months at the company - but the challenge of working in a highly professional environment.

British Airways is the largest recruiter of graduates in the UK aviation sector. It is also the most popular. Last year the airline received more than 8,000 applications for only 220 places. The company offers a number of different graduate programmes, including information technology - the largest, with about 150 graduates - purchasing, investment analysis, finance, engineering and the business professionals scheme.

Ms Wallace says BA is looking for people, particularly from ethnic minorities, male or female, with any degree subject and from any nationality. Last year the company took on a graduate from Italy for its finance



Not all jobs are glamorous: some graduates go to Heathrow as check-in staff

programme. The airline also recruits cabin and check-in staff from all over the world.

BA likes to offer work experience during vacations and during sandwich courses. Ms Wallace explains that this allows the graduate and the company to look at each other.

The selection procedure is demanding and, for the first time this year, the company is introducing a pre-screening exercise to discourage frivolous applicants. Like virtually every other employer, BA says it is looking for self-motivated, enthusiastic people with leadership and team skills.

The successful candidate is likely to be able to accept responsibility quickly. A graduate working on procurement, for example, might be responsible for purchasing anything from toothpicks to a \$130m Boeing 747 aircraft. Within three years a graduate on the business professionals programme could be responsible for 300 staff at one of Heathrow's terminals. Starting salaries range between £11,500 and £12,300 a year depending upon the particular programme. There are six-monthly salary reviews and after a year, a graduate might be receiving about £13,500, often much more.

For some graduates there are opportunities to work abroad. Russell Cartwright, a 26-year-old audit manager who started at BA as a graduate trainee three years ago after a degree in accounting and financial control at Sheffield Polytechnic, has been abroad for the company three times in the past year. The destinations include New York, Hanover and Geneva. One contemporary has just been posted permanently to Paris.

Russell has also used the facility for cheap fares on BA flights: when interviewed he had just returned from a holiday in Barbados which cost him only 10 per cent of the normal fare.

However, there are drawbacks to working at BA. The company was privatised only in 1987, and although it is one of the most profitable carriers in the world, there are still remnants of a civil service and bureaucratic mentality in the airline.

This is not really an organisation for the individualist. Team skills are essential. "If you want to work at BA, you need to feel that a large organisation would not make you feel unimportant but would allow you to be recognised," says Karen Sweet,

the external liaison co-ordinator at BA. "Some people don't flourish in a large company."

Graduates on the business professionals programme, which involves marketing, sales and customer service, also need to be fairly self-confident. They are given plenty of responsibility and can be vulnerable to busy and impatient managers if they make a poor impression.

Nevertheless, BA has a good reputation as an employer. Its graduate retention rate - a good indicator of how well a company treats its employees - is remarkably high. About 75-80 per cent of graduates taken on are still with the company after four years.

There are other airlines recruiting in the UK and on the Continent. Lufthansa has been cutting back on recruitment because of the present poor market conditions. While Air France has a graduate management scheme in France, it has no record of having taken on non-French nationals. However, Peter Hilton at Air France in London says it might be worth applying directly to the personnel department at Orly airport.

In the UK, Air France has not had a formal graduate

trainee scheme, although about 85 per cent of its clerical and industrial intake are graduates.

Most trainees have modern languages degrees and want to use their skills. Some have done casual or vacation work with the company before. The company will consider non-UK candidates and recently took on a couple of Dutch graduates. Competition for jobs, at the company, which are not advertised, is fierce. There are about 5,000 applications a year for about 100 positions: 75 per cent of applicants fail the entry examination.

Mr Hilton admits the jobs offered to graduates are not as stimulating as they might be. Some of the jobs are at the company's Bond Street British headquarters, while most are at Heathrow as check-in staff. Starting salaries are about £11,000 a year in London but are higher at Heathrow.

Air France is trying to work out a strategy for UK graduate employees. Some British employees are sent overseas, but so far this is rare, and seldom at managerial level. Further information: read *Airline Business and Flight International*.

Paul Abrahamson
ARTS ADMINISTRATION

High in excitement but low on comforts

ANYONE contemplating a career in arts administration can have few illusions - they are sacrificing material comforts for a life of excitement, tension, frustration, uncertainty and, sometimes, great fulfilment.

It can be wonderful until you reach your early thirties and then the realisation that you have probably reached the top of your particular tree - running a touring theatre company; managing a community arts centre; supervising the publicity

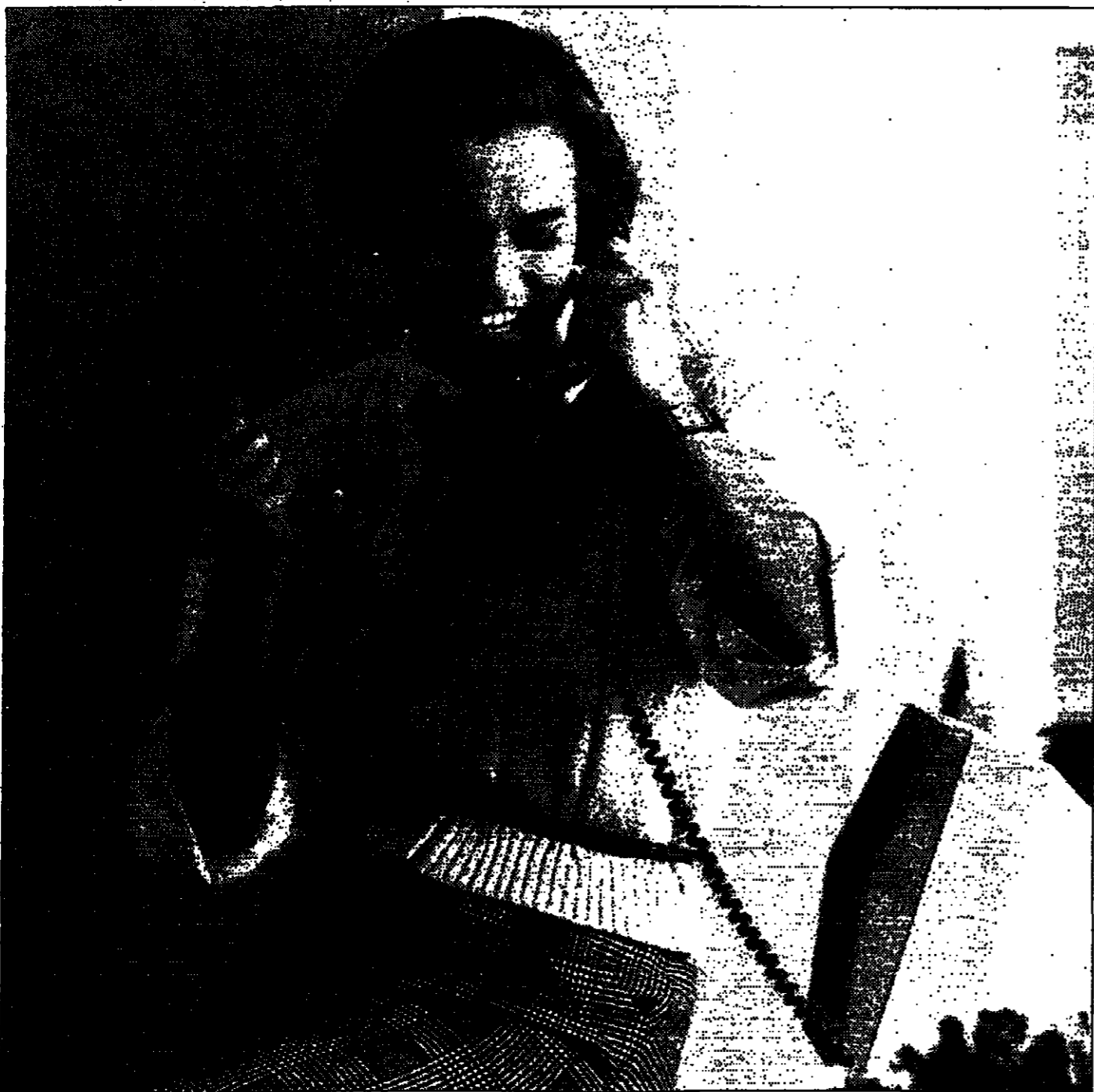
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BANKING
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BANKING

It's the person who counts

BANKING. The word conjures up images ranging from the sublime to the ridiculous. Is it the height of boredom or the citadel of the wheel-dealer putting together a mega-deal?

Anyone thinking of a career in banking should forget about the local branch down the street. It is the last place a graduate is likely to end up. Instead, they are more likely to find themselves managing a part of the bank's operations, dealing with corporate clients or even based abroad within the bank's overseas operations.

The high street banks are looking for articulate, numerate graduates to run sophisticated operations or deal with multinational customers. They want clear thinkers, with leadership qualities, and good person-to-person skills. However, they are not necessarily looking for graduates of economic disciplines. "We are more interested in the person than the academic baggage they are carrying," says Mr Kevin Wall of Barclays Bank.

Personality counts for as much as academic training, although most banks will be looking for graduates with an upper second class degree or better.

The graduate's first step should be the Bankers' Almanac, a complete list of the world's banks, their addresses and banking associations. This two-part tome - available in any library - might at first appear a little intimidating, but will be invaluable to those preparing to fire off a round of letters requesting brochures (which include an application form) on graduate recruitment schemes. This should be the next step and do not put it off. Brochures were published in September and banks are already swamped with requests. Most big banks have extensive training schemes, aimed at introducing the graduate to a variety of banking operations: anything from portfolio management to personnel and marketing.

Barclays, for example, the highest UK retail bank and traditionally the most international - has a four-year programme which takes graduates right through the group's operations, both in the UK and abroad.

About 80 people are chosen each year from 3,000 applicants. The interview round is gruelling. Be prepared for initial one-to-one interviews, then a panel stage including a "psychometric" test to determine verbal and mathematical skills, role-playing exercises, and three more interviews before the final offers are made. This is the process for Barclays' Management Development Programme (MDP), which seeks candidates with senior executive potential. "Within 10-15 years, we expect these people to be holding top jobs in the Barclays group," says Mr Wall, manager of the MDP.

Most of the big UK clearing - or retail - banks have structured programmes similar to that of Barclays - including fast-track programmes for high achievers.

Once in, the rewards are good. Perks include subsidised mortgages, beneficial loans, and in some cases, company cars.

Top clearing bankers earn more than £100,000. But the trainee can expect to start on anything from £12,000 to £18,000, depending on the bank. Merchant banks tend to pay more than the clearers, and salaries will go up at least in line with inflation. What you earn within five years depends on the job you eventually assume. Retail banking, for example, is not as well paid as the corporate finance side.

The drawback of working for the big high-street banks is that they are not changing quickly enough to suit many people. For this reason, UK banks are facing increasing competition from European, Japanese and US institutions: competition for graduates, as well as for business.

Citicorp of the US and Cr dit Lyonnais of France, for example, run quite different training schemes for UK graduates. Citicorp, a vast institution with about 4,500 people in the UK, has a federal approach to training. Applicants are interviewed and hired by various businesses - anything from consumer services to computer systems, foreign exchange dealers to people managers. The initial training lasts about eight weeks. "We get graduates into a job and into the department," says Derek



ROGER BEANE

graduates at the head of operations within 10 years, says Mr Froud. Cr dit Lyonnais, on the other hand, takes on four to five graduates a year in the UK. The training programme, which lasts about 18-19 months, takes graduates through the various commercial areas - corporate banking, trade and commodity finance, general banking and dealing. Although the intake is likely to increase, Cr dit Lyonnais does not attend job fairs nor go on the ubiquitous milk round.

The bank finds its graduates through direct applications; and, says Sandie Tucker, personnel manager, a sense of humour on the application goes a long way. Unlike most of the UK banks, however, Cr dit Lyonnais is mainly looking for graduates of business or numerate disciplines, and a foreign language is a must.

Salaries for foreign banks are comparable to the UK clearers. Their career paths are obviously international, and you would expect to spend much time abroad.

Although banking remains a male-dominated world, the prospects for women are improving. Lloyds Bank, for example, hired more female than male graduates this year.

The first year on any training scheme is tough - not all trainees will make it. Barclays has a drop-out rate of about five or six of the 80 MDP candidates.

Once through the first year, however, graduate trainees are almost always destined for early responsibility and senior positions. It really depends on the candidate. "If they are as hungry as we believe them to be, then they tend to get promotion even earlier than they expect themselves," says Mr Froud of Citibank.

Further information: contact the banks direct, or the Banking Information Service, 10 Lombard Street, London EC3V 9AB.

Peggy Hollinger
CORPORATE FINANCE

Scene of all the action and glamour

THROUGHOUT the 1980s, there was no more glamorous job in the City of London than that of corporate financier. Market-making had its appeal and to some, and others would enjoy being stockbrokers or fund managers. But all the action was within the corporate finance department.

Corporate financiers were paid more than anyone else; they worked harder; they wielded more power; they were much more intelligent. A certain mythology built up around the corporate financiers - according to popular legend they drove faster cars than anyone else and were better looking too.

The mythologising process was attributable to abnormally high levels of takeover activity before and after the 1987 stock-market crash. As predators went on the warpath and whole industries restructured themselves, the corporate finance adviser was there, sporting red braces and tasseled loafers, at the eye of every storm.

Apart from cutting a dashing figure, the corporate financier is responsible for coming up

restructuring plans where companies shed their least profitable subsidiaries. They may also devise ways of financing these expensive activities, sometimes designing new categories of securities. They have a project co-ordination role in any big deal, bringing together accountants, lawyers, stockbrokers and other professionals.

They make sure that takeovers, for example, are conducted within the letter of the law; they write the more sensitive parts of offer documents and listings documents; they advise on how transactions should best be structured for the benefit of the company, shareholders, and themselves.

Although a corporate finance team itself draws from a range of disciplines, every member must be technically adept and commercially aware. It also helps to be personable and self-assured, as you frequently have to talk with authority to senior business executives on subjects about which you may know little or nothing.

Salaries are indeed high, boosted by huge bonuses when times are good. Despite the very long hours - 50-hour days are not unusual - it is not surprising that the job attracts the intelligent and ambitious. Business is a lot quieter now than it has been for many years, but corporate finance retains its glamour, not just for the undergraduate who might have heard about the fabulous salaries, but also for the hundreds of newly-qualified accountants, solicitors and barristers who apply every year for what is now a diminishing number of jobs.

It is still just about possible to go straight into corporate finance direct from university, although the extent to which the recruitment process is formalised varies from bank to bank. Many banks recruit on a purely ad hoc basis, giving jobs to whoever writes in at the right moment; a handful of others operate proper training schemes.

Schroders, for example, a leading merchant bank, recruits about five undergraduates who are given formal financial training and a spot of work experience in other departments for six months, before taking their places as fully-fledged, albeit junior members of a corporate finance team. Morgan Grenfell, another well-known corporate finance house, takes two graduates a year into this area.

Another way into corporate finance is via one of the generalised training schemes operated by US investment banks - such as Morgan Stanley or Goldman Sachs - and by UK securities houses such as S G Warburg. Typically, the recruit on one of these schemes will first receive general financial training, followed by a spell of up to two years working on other areas of the business, before being given the opportunity to move into corporate finance.

Morgan Stanley, for example, operates a two-year "analysts' programme": after three weeks' training in New York, the graduate is posted off to one of the bank's departments (which may be corporate finance). The work will involve researching and processing data to support the activities of the mergers and acquisitions department. After two years, you go to business school, after which you may be able to come back as a fully-fledged M&A executive.

Warburg takes the view that graduates have little to offer the corporate finance department immediately after university. They join the

they are expected to move around the firm's various divisions - fund management, stockbroking and so forth - but only afterwards are they eligible to transfer to the corporate finance department.

Some tips: addresses of merchant banks and investment houses can be found in Crawford's Directory of City Connections, available in a good library. Try to get a holiday job in the City before applying. And if you do not get a job straight away, become a lawyer or an accountant and in three years you might have a better chance.

This advice does not apply if you happen to be exotic: the banks are all looking for multicultural recruits, people who are bi- or trilingual, foreign nationals educated in the UK or the US. This policy adds to the image of cosmopolitan glamour, but also reflects sound commercial self-interest: the financial services industry is international in flavour, for one; and growth in the 1990s promises to come from abroad, where it will help to speak the language and be familiar with local business culture.

David Waller

Masters fall from grace

FOR MANY BANKERS, the Eurobond market was the glamour business of the 80s. Like bond trader Sherman McCoy, the doomed hero of Tom Wolfe's best-selling novel *Bonfire of the Vanities*, many Eurobond dealers considered themselves Masters of the Universe.

But many Masters fell from grace as cut-throat competition in a contracting market squeezed profit margins. Jobs were axed, bonuses cut, and many banks pulled out of the market altogether.

Graduates embarking on a career in finance these days may head for safer, if less lucrative, domains such as fund management.

The Eurobond market, a \$1,000bn market in publicly-traded debt issued by companies and governments, was the epitome of the charmless glamour which typified the City in the mid-80s. Ample profits could be earned by structuring

transactions (corporate finance), flogging them to tax-shy investors (sales), and playing the market (trading). Traders addressed each other in insider lingo, and the higher echelons of managers impressed these juniors with sordid tales set in night clubs such as Annabells.

Hit by recession, the business appears to be casting off its tarnished image and adopting a more rigorously professional approach. The growing sophistication of financial products, and of investors, places greater demands on traders and salesmen, and the level of graduate intake has increased.

Potential recruiters range from investment banks to commercial banks to brokers, but the differences in culture are often as much a function of national identities, which include American, British, Japanese and Swiss.

Many firms have general graduate recruitment programmes, and do not assign specific jobs until training is completed. However, a distinction is often made between corporate finance, where post-graduate qualifications may be expected, and sales and trading, where graduate recruits, once a rare breed, now predominate.

Generally, graduate trainee programmes at US firms tend to be the most structured, with several months spent in the classroom, working on case studies and presentations. Japanese and UK banks tend to be less formal in their training, sometimes moving graduates round a variety of departments.

The training course at JP Morgan Securities, the US-based investment bank, lasts five months and is based on a US MBA model. Training, in London and New York, includes lectures, tutorials, work groups and even outward-bound-type courses to build Morgan team-playing spirit. Since 67 per cent of graduates recruited to sales and trading since 1989, and 80 per cent since 1990, are still at the firm, some team spirit appears to be engendered.

JP Morgan has no preference for a particular discipline, as the course is expected to bring trainees to the same level of knowledge. The firm expects to recruit about 20 graduates this year, split between corporate finance, and trading and sales, on a milk-round in Oxford, Cambridge, Bristol, Durham, Dublin, Edinburgh, London and Manchester, supplemented by advertising in the general graduate recruitment literature.

UBS Phillips & Drew, the UK arm of the Union Bank of Switzerland, expects to recruit about 15 graduates this year, after a milk round encompassing the universities of Oxford, Cambridge, Bristol, Exeter, Manchester, the London School of Economics and St Andrews. At UBS, trainees are recruited to a specific department at the outset, and are trained in the skills of that department for five weeks, before any general training is given.

IBJ International, the London arm of the Industrial Bank of Japan, focuses on the Eurobond market, so most graduates end up in that area. The bank does not do the milk round, but advertises in the financial press, where it can also attract graduates with some working experience. There is a five-month training period, when trainees work in various departments.

In the areas of sales and trading, there is still an emphasis on personality. "We're looking for people we could drop on to a beach in St Tropez to sell doughnuts," says the head of sales at one British investment bank.

While some graduates are hired fresh from college, it is also common for them to come from short stints elsewhere.

"I got into Eurobond sales by chance, because I was desperate to get out of my graduate training course at a clearing bank, and I wanted a chance to use my languages," says one Eurobond saleswoman, a recent modern languages graduate.

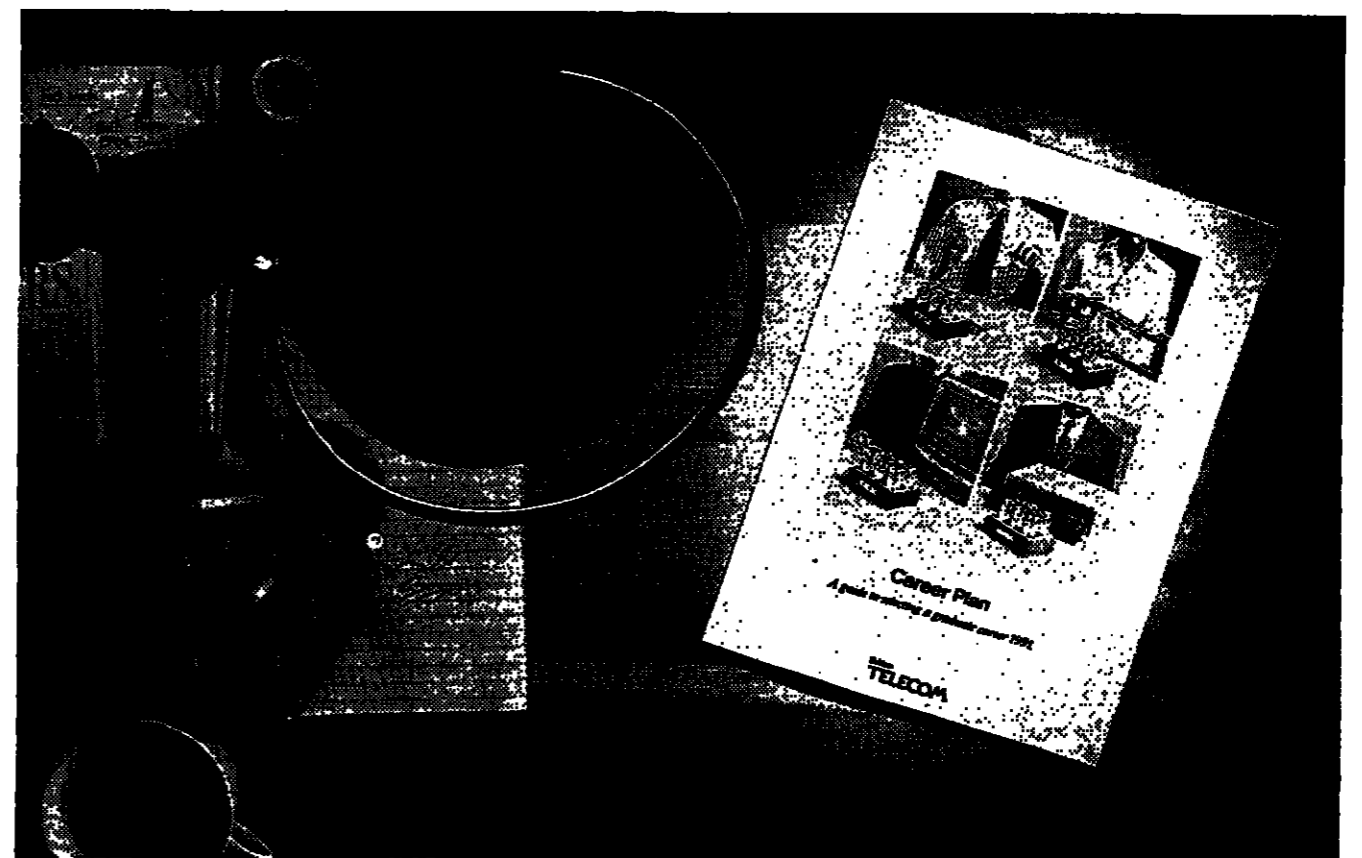
Although the usual sales jargon persists - "People who sell themselves well will sell our products well" - there is a recognition that salesmen need to be able to present increasingly complex ideas.

In spite of the recession, remuneration can still be high. Starting salaries are in the region of £15,000, generally higher at the US banks. This can rise quickly. Some traders in their mid-30s earn more than £100,000, including bonuses.

The downside is poor job security. Many graduates made redundant in the wake of the 1987 crash found themselves unable to find new jobs in a contracting industry, and ill-qualified for jobs outside it.

A drawback at most Japanese banks is that Westerners are rarely promoted above a middle-management level. The compensation is that those jobs are considerably more secure.

Tracy Corrigan



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British

BROADCASTING

You might get lucky with smart talking

OLIVER PHILLIPS only became a television journalist because he saw an advertisement for a babysitter on the noticeboard in the British embassy in Moscow where he was studying Russian.

The woman looking for a babysitter turned out to be Julia Watson, who wrote for the Daily Mail.

Although Oliver had edited the Manchester Grammar School newspaper, he was far more interested in drama and wanted to be an actor.

Through the babysitting link and a story he gave to the Daily Mail on compulsory Aids tests for foreign students in Moscow, Oliver Phillips was gradually sucked into the world of journalism and talked his way into a job with the Moscow bureau of Ted Turner's Cable News.

"This I enjoy - and they pay you. So acting for a lark," is how he remembers his reaction. At 24 he is nearly half way through a two-year traineeship with Independent Television News and the third person in its Moscow bureau, earning just over £16,000 a year and occasionally staffing the bureau alone in an emergency.

He has already achieved one ambition - to hear himself saying the words: "Oliver Phillips, ITN, Moscow."

Oliver Phillips's way into broadcasting was more than a little unusual. He was also extremely lucky to get one of ITN's three or four traineeships a year.

More than 400 apply, and people like Mr Frank Miles, the manager of the ITV trainee journalists course, is looking for real evidence of prior commitment, ranging from hospital radio to summer shifts on newspapers or television companies.

Most of all Mr Miles is looking for "that spark, that enthusiasm, that determination to get up and do something about journalism."

However, at the moment recruitment prospects in ITV as a whole are bleak, with most companies trying to shed staff in the run-up to next year's competitive tenders for new franchisees.

According to Mrs Sue Davis, training adviser to the ITV companies, "there is virtually no recruitment going on at all".

The big exception is the 100 or so sales and marketing jobs that come up every year.

Over at the BBC the variety of opportunities is much greater, with formal schemes covering everything from studio management, local radio and the World Service to production and news. About 70 places a year are available, although the competition is intense, with often many hundreds of applicants for each place.

"You have got to have something to say about yourself that is relevant. Being

captain of the school hockey team or head boy or head girl is not enough," says Fiona Russell, the BBC's corporate recruitment officer.

Ms Russell adds, however, that the BBC has been intensifying its efforts to make sure new staff reflect the composition of society better than in the past.

Although the BBC would clearly like to have more recruits from a non-Oxbridge background, Oxbridge graduates do continue to shine.

"It's something in the water. They know how to market themselves," Ms Russell said.

This could mean more mature entrants and not quite so many vacancies for bright young things. The BBC also stresses that no jobs are exclusively reserved for graduates.

Applying for a broadcasting job at the BBC is not a task for the faint-hearted, and Fiona Russell says it takes about a week to fill in the application form properly, complete with thoughts on new programme ideas. More than 6,000 forms are sent out, but only about 2,000 come back.

Applicants for radio jobs are sent a blank tape. On one side applicants construct a radio news bulletin from a bundle of press releases, and on the other they conduct an interview with a newsworthy person in their community.

In spite of the difficulties of getting a first job in broadcasting, particularly with the established broadcasting organisations, overall the prospects have rarely been better, with the launch of new commercial radio stations, both local and national, the arrival of satellite television, and plans for a fifth national television channel.

Noel Gay Productions, for example, which provides light entertainment programming for British Satellite Broadcasting, recently took on 100 people, many of them young.

The move to independent production is one of the most hopeful developments for would-be broadcasters, with the government insisting that the independent should have access to 25 per cent of Britain's television channels.

There are now more than 1,000 independent production companies, and for many the best chance of getting into broadcasting is to get a job as a "runner" or office assistant in a small production company - and learn from the bottom up.

To encourage proper training for independents, the sector has set up the Independent Media Training Federation which has produced a guide to careers in the television, film and video industry.

How does it suggest a broadcasting hopeful avoid being one of the thousands rejected every year?

"By being extremely realistic, finding out what the different parts of the industry look for, both at the entry level and subsequent stages, matching yourself against suitable vacancies, and then persuading someone very effectively to give you a break..."

Further information: Independent Media Training Federation, 26 Noel Street, London W1V 3RD.

Raymond Snoddy

C

CHARITIES
CHEMICALS
CIVIL SERVICE
COMPUTING
CONSTRUCTION

CHARITIES

Where conscience rules the pay packet

FINAL-YEAR students, faced with the terrifying prospect of committing themselves to a career, are increasingly rejecting the money-driven aspirations which coloured the 1980s and turning to the non-profit sector.

A recent survey by KPH Marketing reveals that almost three-quarters of students polled would expect an employer to have a socially responsible corporate image.

Opting for a career with a conscience does not mean, however, that the road to employment is going to be any easier. In fact, it is likely to be much more difficult.

Charities, which depend on the goodwill of others, are largely uninterested in the idealism of raw graduates.

Olga Johnson, managing partner at Charities Recruitment, an agency which scouts out talent for the non-profit sector, sees few initial opportunities for the graduate. "At the moment, charities want people who are running when their feet touch the ground." And that means experience. "Once they have at least the first year of work under their belts, they will be a much more attractive proposition," she says.

Getting that experience requires research into the type of charity work which interests you, and then approaching a suitable organisation. The Family Welfare Association publishes details of all registered charities in its Charity Digest, while the Charity Aid Foundation lists the top 400, along with addresses in its Charity Trends magazine.

The next thing, according to Sam Osmund of recruiting agency - and charity - Charity Appointments, is to do volunteer work. "From the credibility point of view, if you've never done anything in the voluntary sphere, your application may look hollow. But it will also give you a taste for the satisfactions and frustrations of the job."

Charity Appointments (3 Spital Yard, Bishopsgate, London E1 6AQ) publishes a useful booklet describing the opportunities in the non-profit sphere.

Most charities agree that voluntary experience is vital. Charlotte McDonald, of Amnesty International, says specialised knowledge of a particular region is required for most Amnesty posts and recommends at least a year abroad. "Graduates who have strong links to a region and who have done voluntary work stand a better chance of getting in than someone with a brilliant degree."

Training graduates is out of the question for most charities. Fifty per cent of graduates leave their first job within a year. Non-profit organisations cannot afford to pour money into such a transient workforce.

The NSPCC is one of the few charities to run a graduate training scheme. But since 1987, places have been cut from three to one.

Your best bet is to go into the business world and get some experience - in marketing, for example. "The snag is that if you stay too long in the business sector, your salary aspirations may get out of line with what charities offer," says Mr Osmund.

Salaries will never be high at entry level. Small organisations tend to offer about £7,500 to £9,000, while the bigger charities start at about £15,000. Eventually, the top jobs in charitable organisations rival even the business sector at £50,000 to £80,000 for directors. "It's a big business," says Stephen Lee, director of the Institute of Charity Fund-Raising Managers. But it is a business activity "which big business could not deal with effectively," he says. "Where else would an appeals director, with 400 staff, have to raise £40m a year and at the end of that year give all that money away to the charity to spend. The bank would laugh you out of court."

Mr Lee's advice is to examine fund-raising, where charities are increasingly looking to graduates. Other types of jobs include general administration, management, finance, social work, editors, and lawyers.

The charities most amenable to green graduates are environmental organisations, says Ms Johnson. Small organisations mean a broad range of first-hand experience and prove the best training ground.

Although the way in to paid charitable work is bound to



ICI petro-chemical plant in Wilton, Cleveland: Britain's biggest manufacturer is cutting its intake this year to 350 graduates

able to survive for long without graduates. The recruitment crisis now being felt in business will soon affect the non-profit sector.

Further information: Charity Appointments (see above) or Charity Recruitment, 11-15 Betterton St, London WC2H 9BP. Telephone: 071-379 0344

Peggy Hollinger

CHEMICALS

Industry beset by a pollution problem

THE CHEMICALS industry has a problem. It needs people with good scientific credentials who are not put off by its image as an environmental hazard. But for those graduates who are willing to look past the image - or who perhaps are not squeamish about environmental issues - the industry can offer some of the best industrial opportunities.

The UK chemicals industry, with annual sales of about

£25bn, is one of Britain's biggest manufacturing sectors. It is also in a much healthier state than many other areas of industry, with a balance of payments surplus of about £2bn and a good growth and profits record.

Chemicals in the UK is also a highly international business. Many chemicals companies based in Britain export 70 per cent or more of their production and have many overseas bases. More than in almost any other industry, the chemicals sector thinks of its sphere of operations as the world rather than a single country.

The business spans a great many sectors. It covers chemicals such as drugs and agrochemicals which are made in small volumes, to bulk materials made in huge plants at the rate of hundreds of thousands of tonnes a year.

The selling price for chemicals extends over an even bigger range, from a few hundred pounds a tonne for many bulk materials to thousands of times this figure for specialised industrial additives or raw materials for medicines.

The pollution issue is one of the biggest problems facing the industry. Executives in the sector realise they will have to do more to make their

plants produce smaller volumes of unpleasant or dangerous wastes and also tackle some of the difficulties associated with disposal of chemical products.

Disposing of plastics waste - a large component of domestic rubbish - is a case in point. Several chemicals companies have in recent years announced recycling programmes intended to take such waste and refashion it into new products. One example is to turn drinks bottles made from polyethylene terephthalate into specific, relatively low-grade products such as fence posts or building material.

Another difficulty for the industry concerns the tough time the sector is going through in much of the developed world. Chemical industry profits hit record highs in 1988 and 1989.

However, in the past year profits have dropped as demand has slackened off in many nations, particularly the US and UK, as a result of a cyclical downturn in the industry.

Some analysts assert that the business could be facing another recession which brought it into deep trouble in the early 1980s. Others, however, say that the reduced

profits are simply a return to "normal" trading conditions after the peaks of profits in the late 1980s and that the industry is still basically in a healthy shape.

The chemicals industry in Britain recruits about 1,300 graduates a year, roughly a quarter of them chemists. These people can do a variety of jobs in research, marketing, plant operation and administration.

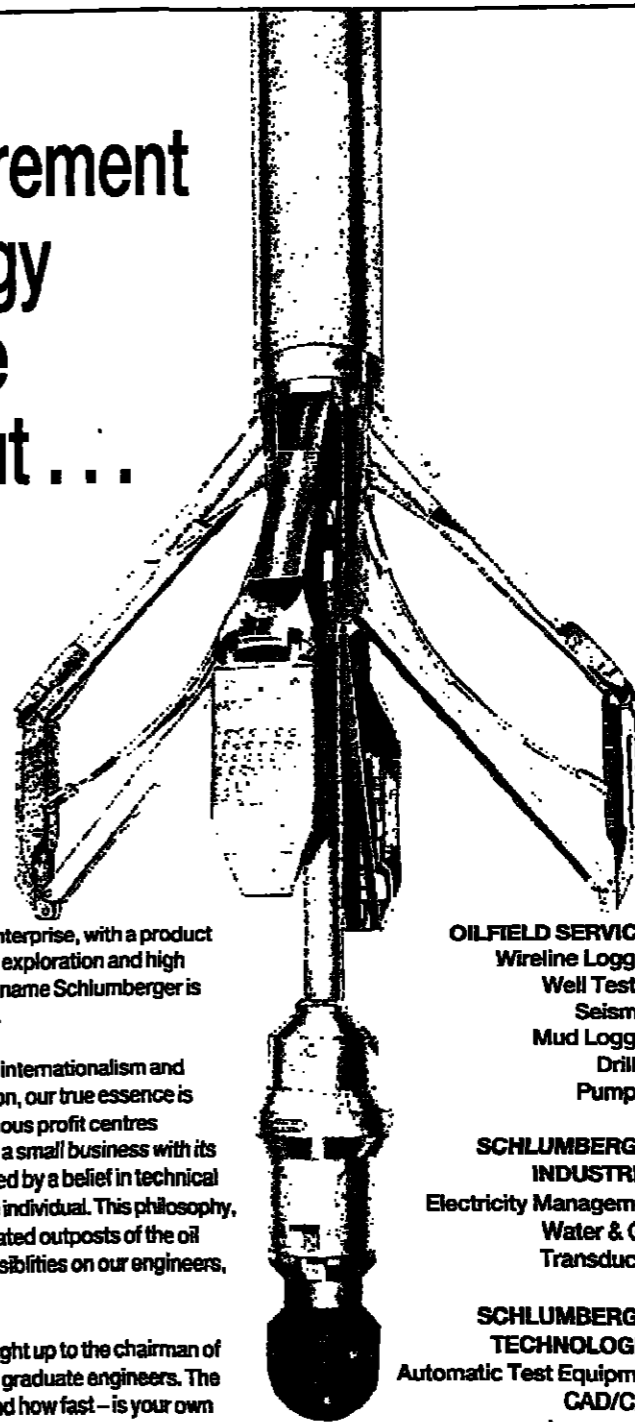
Imperial Chemical Industries, Britain's biggest manufacturer, is the leading UK chemical company and the fourth largest worldwide. It is also one of the UK's biggest employers of graduates.

The details of ICI's recruitment round this year illustrate many of the general trends in this industry. The company intends to cut its graduate intake by 12 per cent this year compared to 1988, as part of a process of adjusting recruitment levels to meet changes in overall business conditions.

ICI plans this year to recruit about 350 graduates, three-quarters of them for scientific and engineering jobs compared to 400 in 1989. It says it is in line to meet its target number of recruits, who should start work at the company in the autumn. The cut in

Continued on next page

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COMPUTERS

You don't have to be a nerd to make it

A COLLEAGUE who read English at university but who has since achieved distinction in a computing career, remembers with gratitude advice she was given on graduation. "Computing," her mentor said, "is too important to be left to the technologists."

It was an acknowledgement of the fact that with the advent of microprocessors and the personal computer, computing, once the exclusive concern of computer scientists housed in data processing centres, has become a tool for everybody.

Indeed, the majority of jobs in the computing business are not only open to non-computer specialists, but employers frequently prefer graduates from other disciplines.

One data processing manager spoke for many: "People with a vocational training are of no interest to me. What I need is people who can think, think, think!"

He was exaggerating, but he was nevertheless making a serious point - that commercial data processing offers only limited opportunities to computer "nerds" who are interested only in bits, bytes and bandwidth, and have no grasp of, or enthusiasm for, the business of business. Of course, there is a role for the technical specialist, but usually with a manufacturer, software house or systems integrator rather than a commercial company.

Mr Rob Roseveare, careers manager at the National Computing Centre, the organisation which seeks to help British firms make the most of their computing, says employers are often disaffected with computer science graduates who, he says, take courses too theoretical and remote from the realities of commercial data processing.

So graduates from virtually any discipline can make a successful career in data processing, given that they have some basic mental attributes which include:

- A reasonable level of numeracy. Employers are looking for people who are not afraid of numbers rather than degree level mathematicians or physicists;
- Competence in verbal reasoning. A prime requisite in business is the ability to argue a case, say for investment in a new database, clearly and cogently;
- Speed and accuracy. Most business opportunities have only a limited window in time before competitors catch up or move ahead. There is no room in business for a dilatory approach to creating systems;
- Spatial ability, or the knack of thinking in three dimensions. One of the attributes which distinguishes the natural computer programmer.

Mr Roseveare puts it more pithily: "Employers are looking for people who can communicate, who can listen and who can create order out of disorder."

A good example of an employer anxious to recruit humanities graduates for data processing is Boots, the pharmaceutical chemist, based in Nottingham.

As befits a household name in the UK with a presence on virtually every major High Street, Boots has a large data processing department, 650 strong, and recruits about 25 trainees a year. Mrs Nicky Hill, Boots recruit manager for information systems, says most trainees are recruited from universities and polytechnics, although increasingly the company is looking at people with lower qualifications.

Boots is anxious to recruit non-computer scientists because it believes personal qualities are as important in the making of a programmer as technical skills. Mrs Hill says she looks for logical thinking and attention to detail as the principal attributes.

Trainees are taken on at a starting salary, in Nottingham, of £11,000 to £11,500. Every trainee goes through three months' basic before two years of training in systems analysis - working out the nature of a business problem and designing a solution; and programming - writing the coded instructions which drive the computer. There is the opportunity to move from data processing into the mainstream of the business.

The banks are substantial users of information technology. National Westminster, for example, has a team of 1,800 data processing specialists and takes on



The computerisation of the arts graduate can be a real horror show

graduates. Ms Colleen Guy, IT recruitment manager, says the bank will take graduates with any degree, provided they have basic ability and potential. Over the years, the computer industry has developed a set of aptitude tests which sort those happy to write Cobol code from those who could not bear it.

Everybody has to undergo the same training, provided by the bank's 35-strong training department.

Typically, a graduate trainee in London will be paid £10,800 with £3,275 London allowance, and all the special advantages of a banking career including low-interest mortgage.

After three weeks with the bank, a NatWest analyst trainee could expect to be working on a live project designed to improve the bank's profitability.

The fact remains that virtually everybody employing data processing staff complains they find it difficult to attract arts and social science graduates.

But business is changing, and a firm grounding in information technology is becoming essential for the ambitious executive. There is a great deal of interest these days in the concept of the "hybrid manager" with data processing knowledge and business skills.

Further information: British Computer Society, 13 Mansfield Street, London W1M 0BP (Tel 071-637 0471); Computing Services Association, Hanover House, 73-74 High Holborn, London WC1V 6LE (Tel 071-405 2171); National Computing Centre, Oxford Road, Manchester M1 7ED (Tel 061-228 6333).

Alan Cane

It's not just a pretty interface

A GRADUATE of 1960s vintage transposed to the 1990s would find the UK computer industry had changed out of all recognition in three decades.

The differences are evident in the industry itself, in the manufacturers of computer hardware and software, and in the way computer systems are used.

There are, for example, only remnants left of a UK-owned computer hardware business. International Computers (ICL), the UK's only mainframe manufacturer, was sold to Fujitsu of Japan earlier this year. The hardware manufacturing arm of Apricot, formerly the UK's largest workstation manufacturer, was likewise sold in 1990 to Mitsubishi, also of Japan.

These sales leave Amstrad, the consumer electronics group best known for word processing systems and home computers, and Research Machines of Oxford, as the UK's largest computer manufacturers.

services sector, a heterogeneous collection of companies including software houses, consultancies and specialists in systems integration. Sema Group, the largest UK software house by market value, is now essentially under French management - it was formed by the merger of Cap Group of the UK and Sema Metra of France. Earlier this year, Hoskyns of the UK was bought by the French group Cap Gemini-Sogeti, which is the largest European computing services company.

Add to this the fact that the UK computer industry, hardware and software, is going through a bad time because of the economic situation, and the question has to be asked: is computing in the UK still a healthy career option?

The answer is yes, partly because the computer industry is not homogeneous, but two industries in one. There are the manufacturers of hardware and software houses; and then there are the companies which use computers and which need to have their own data processing personnel. The hardware makers include mainframe computer manufacturers such as International Business Machines, ICL, Unisys, Digital Equipment and NCR. There are still jobs for hardware specialists in the UK, but not in the numbers there would have been a few years ago. These companies are owned by parents overseas, and most of the basic research is carried out in their country of origin.

ICL is a case in point. After the Fujitsu takeover, it is likely that design work on ICL machinery will continue in the UK. The company is particularly good at distributed processing systems - where small computers in departments or subsidiaries are linked over telecommunications networks to corporate mainframes - of the kind that will be increasingly important to businesses in the 1990s. But since 1981, ICL's basic technology - its microprocessor chips, printed circuit boards, cooling systems and so on - have been supplied by Fujitsu under a special agreement.

IBM, the world's largest computer manufacturer, splits its research and manufacturing activities between a number of sites worldwide. Greenock in Renfrewshire, Scotland, for example, is its European centre for personal computer manufacture; and Hursley Laboratories, in Hampshire, is one of its principal centres for research on the "human-machine interface", the relationship between computers and the users.

NCR, based in the US, designs and manufactures automated teller machines (ATMs) or automatic cash dispensers for the world market from its facilities in Scotland. Digital Equipment and Hewlett Packard of the US have research centres in the UK.

So there are a broad range of options for hardware

British-owned computer manufacturer have diminished - but the computer business is becoming increasingly global with its technology centres in the US and Japan.

If there is to be a renaissance in the British computer industry, it will turn on the ways these chips are designed into imaginative new business equipment that can be sold on world markets.

Software specialists have two choices. They can work for computing services companies, where the work will often be at the leading edge of computer technology, or they can work in the data processing department of individual companies. Here the techniques used may not be as advanced, but in exchange graduates have the satisfaction of working on systems that directly affect the profitability of their employer's business.

It is in the applications software area that a 1960s graduate would see both the biggest similarities and the biggest changes. First, Cobol, the Common Business Oriented Language, which enabled commercial computing to make huge strides in the 1960s is still the most popular programming language. Second, proprietary architectures - manufacturers' own designs and operating systems - are beginning to give way to a common, industry standard operating system based on Unix, an operating system developed by AT&T. Many graduates in computer science will have used Unix during their academic career.

AC

A cast of thousands needed in technology

COMPANIES' plans for recruiting data processing staff have been cut back somewhat this year in response to slower growth in the UK economy. In the long run, however, it seems likely this will be seen only as a blip in an otherwise upwards trend.

According to the National Computing Centre, there are about 260,000 people working in computing jobs in UK user organisations - that is, in companies which maintain a data processing department to run their computer systems but which do not make either hardware or software.

The demand for skilled data processing specialists is growing at about five per cent a year, and there are not enough new people entering the industry to satisfy this increasing demand. In addition, the NCC says, there are roughly 20,000 vacancies at any time for computing jobs which means that there is about an 8 per cent skills shortfall in the UK.

The main areas of concern are programming and systems analysis. There is also

communications and networking specialists as companies move to distributed computing, where telecommunications is the glue that holds networks of departmental computers together.

The problem is just as serious for hardware and software companies; in the past few years the principal constraint on business for UK software houses has been a shortage of the right kind of computer specialists.

Pagoda, a London-based consultancy established to advise companies on dealing with the problem, believes the demand for highly qualified computer specialists exceeds supply and is likely to do so indefinitely.

The larger UK computing companies play a big role in recruiting and training graduates, but they are all influenced by the economic climate. STC, for example, which will continue to own all of ICL, the UK-only mainframe manufacturer, until November 1990 - when it will sell a majority share to Fujitsu of Japan - is recruiting just over 400 graduates this year, compared with 500 previously.

It takes graduates from all disciplines, but about 35 per cent of the places it has available are filled by students it has sponsored through university or polytechnic. Sponsorship is a popular form of preliminary sifting mechanism with STC, says graduate recruitment manager Robbie Cookman. It takes a lot of the guesswork out of recruitment, both for the company and the student.

It also has special relationships with a number of institutions - Manchester University, for example, where the earliest British computers were designed and built. Loughborough University and Queen's Belfast, near the company's Monkstown manufacturing plant.

By virtue of its role as a designer of computing and telecommunications hardware, STC takes on many people with a computing or scientific background - perhaps 300 of the 400, but fewer than 100 will be recruited for hardware design.

ICL is today very much a "systems integrator", specialising in putting together

hardware and software to solve its customers' data processing problems. In consequence, software has a much higher priority, and most of the graduates who enter ICL on the technical side will work on software. The company also recruits graduates for a range of roles including marketing and sales support, for which some knowledge of and interest in computing is desirable but not, at first at any rate, essential.

Another principal route for graduates in IBM is into systems programming - designing, writing and testing software.

Logica, a large computing services company, takes on about 300 graduates a year, of which most are computer scientists or come from other scientific disciplines. Mr Vernon Martinus, Logica's recruitment manager, agrees the company hires relatively few arts or humanities graduates "because we do not seem able to attract them".

Certainly the thought of joining a high powered software house and being pitched into project development work from the word go may be a little daunting for the arts specialist. But, Mr Martinus explains, the company has an in-house training operation - Sesame - which provides training for Logica staff at all stages in their careers. Newly-recruited graduates would spend a couple of weeks with Sesame learning the elements of essential computer languages like Cobol, Fortran or C. What are graduates paid when they join the industry? Logica is fairly typical. A graduate with a first degree gets £12,750, but there is a sliding scale up to £14,500 for people with second or further degrees. Progress inside the company depends on talent and application but can be rapid.

Alan Cane

PROFILE: SAINSBURY

Putting the byte into business

SAINSBURY, the UK's leading food retailer, is also a leader in the use of information technology. Its data processing centre boasts some of the most powerful commercial computers available - Japanese-built ICL Atlas and Amdahl mainframes and an IBM 3090. It is all necessary, the Sainsbury group now turns over close to £5bn, the result of 8m transactions every week, each of which has to be recorded, processed and stored.

Mr Alan Jacobs, Sainsbury's director of data processing, makes it clear, however, that the profusion of computer power is simply a means to an end - to improve Sainsbury's business performance. An historian by training, he has little time for

technology for its own sake and prefers graduate recruits in his 550-strong data processing division to have a strong interest in business rather than a passion for bits and bytes.

"It is important to understand what the business is all about," he says. "The technological side can easily be assimilated. I am looking for graduates who want to join Sainsbury's, not the data processing department."

The company is at a crossroads in its development. To a greater degree than many other UK retailers, it has sought efficiencies by automating its operations. Now it is looking for ways to enter its effectiveness through information technology. Mr Angus Clark, board director for distribution and data processing, describes it as moving from using computers to run the business better to using computers to run a better business. Mr Jacobs is looking, therefore, for graduates from any discipline with the basic aptitude to handle computing disciplines (aptitude tests give a good indication) coupled

Continued on next page



Robert Tourret and Sarah McKeown: attracted by training



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An equal opportunity employer

British G

Continued from previous page with liveliness of mind. An example is Sarah McKeown, 25, who comes from Somerset and who studied biology at Manchester University. She realised early in her course that the life of a biologist was not for her and on graduation went to Australia for a year working for a travel company. She is working on Sainsbury's accounting systems as an analyst/programmer. She says programming is a little like solving crosswords.

She was attracted to Sainsbury by the extent and quality of its training, something that also appealed to Robert Tourret, 23. He works with a team producing reports from data returned by laser scanning hills.

His colourful curriculum vitae before Sainsbury includes a degree in economics, politics and Russian from London University and six years managing a branch of Oxfords.

He says Sainsbury was one of the few firms prepared to take him on and train him at an age older than most graduate trainees. Now he has completed his first solo project, a modelling method to estimate sales from stores that have, for one reason or another, failed to return marketing data to the central data processing centre.

Both Sarah and Robert agree that a formal computing qualification has been no obstacle to progress. In some ways, in fact, Mr Jacobs believes it can be an advantage because all trainees have to take extensive courses in the computer languages and methodologies.

The courses include instruction in Cobol programming, the most popular business language, systems analysis, design skills and data analysis. After basic training, graduates choose either to specialise on the technical side, working on database analysis and design and technical programming, or on the applications side working with project teams and the information centre which helps non-data processing specialists develop their own programs. Either route leads to senior project management.

Alan Cane



Canary Wharf: building is a business that is rarely predictable

CONSTRUCTION

Make your landmark in the cities

THE BIG issue in the construction industry is how to attract arts graduates into a £44bn-a-year business that's run by people with degrees in engineering, surveying and building.

These non-specialist degree holders are still as scarce as an uneventful day in the building industry. Valued for their intelligence they tend to rise rapidly and by their late 20s can easily double their £14,000-a-year starting salary.

But what sort of jobs are there in the muscular world of construction for a cloistered 23-year-old with a history degree? Plenty, is the answer. Big building contractors turn over billions of pounds and employ thousands of managers. The construction sector employs more than 1m blue-collar and 250,000 administrative staff, and companies, such as Wimpey, Laing and Bovis, need general management skills every bit as much as Shell or ICI.

Although the construction industry is experiencing a severe downturn after several years of growth, graduates are still likely to be in demand. Their numbers are small in

relation to the total staff employed but having come round to the idea of employing graduates, companies are likely to trim rather than halt their graduate programmes.

There are two benefits from joining the industry. First, it is exciting: building is a business that is rarely predictable. It involves groups of people joining up for two or three years to construct permanent landmarks in the environment and permanent reminders of the stress, strain and exhilaration of the project.

Second, graduates have scarcity value. Fewer than one person in 100 in the industry has a degree. And those that have tend to rise rapidly.

Stuart McArthur, 26, is an example of the new breed. Now an area marketing manager for Laing in the north-east he planned to become a teacher. He left Newcastle University with an upper second in English in 1986 and then took a 12-month post-graduate education course. But by the autumn of 1987 he decided to join Laing's two-year management development programme. This gives the eight or nine arts graduates, who now start on £14,000 a year, four or five month stints with various company departments, including time on a site. Other postings include a turn in the estimating department, which tenders for new work; buying, which sources materials; and quantity surveying, which monitors site costs.

The company also pays for all non-technical graduates to attend a business numeracy

course at Middlesex Polytechnic to study for a one-year part-time diploma.

"At the end of the two-year spell, the discipline that attracted me was marketing," says McArthur. He is now responsible for generating new business for Laing in the Teesside and Durham areas.

"The one thing I like about the construction industry is that it has an impact on the environment and that everything is geared up to working in teams."

Laing, which takes on 100 graduates in building, civil engineering and quantity surveying each year, began to look for arts graduates in 1986. "We were looking for people to help with the general management of our smaller businesses," says Kispeth Swain the firm's management development manager. "But some have moved into more mainstream areas."

What she means is that some arts graduates are now taking over jobs normally done by those with "proper" qualifications. But some who have spent five years gaining a BSc in building resent the unqualified newcomer and it may still prove difficult for generalists to get to the top.

The first profession to try to overcome this barrier is quantity surveying, which blends accountancy, law and technical expertise. Quantity surveyors can work either for a builder, helping to manage the project's finances, or for a firm of private quantity surveyors who advise clients.

Envious of the accountants who have long embraced the arts graduate, the QS profession has now provided a small bridge to allow such degree holders to cross over into the profession.

At Reading University a new two-year MSc course starts in December which will allow graduates to become members of the Royal Institution of Chartered Surveyors. It is hoped that between 15 and 20 students, sponsored by big contractors or QS practices, will take the part-time course. This will consist of eight one-week block courses over two years. Further information: contact firms individually.

Peter Bill



DESIGN

Something of a hit and miss affair

THE CREATIVE ambition of young furniture makers is usually on a back burner during the first years after college.

It can be difficult to get jobs, and in the past British manufacturers have been criticised for failing to tap into the valuable talent on offer from the country's many fine craft furniture graduates, who leave college with skills in both the designing and making of furniture.

The furniture industry is vast, ranging from large manufacturers to small craft workshops run by individuals. For those graduating in fine craft, the first choice will usually be a small workshop where, although they are unlikely to design much of their own work, they will be working on one-off private and small-scale commercial commissions.

But with the absence of any formal graduate recruitment schemes for young furniture makers, the first years are nearly always something of a hit-and-miss affair. Dedication and the willingness to live on the breadline for a few years seem to be prerequisites for getting on in the fine craft world.

Claire Anthony, a graduate from Bucks CFE, complains about the attitudes of employers. "People forget we have got three years' experience in a workshop," she says. "I telephoned one furniture firm looking for a job, and they told me that they had taken on their quota of YTS trainees that year."

"The biggest problem for graduates when they leave college is working to a commercial orientation," says Mr Ian Barker, who is responsible for all art, design, furniture and timber courses at the Buckinghamshire College of Further Education, in High Wycombe.

Mr Philip Hussey, who is course leader at Bucks for the BA (Hons) in furniture design and craftsmanship agrees that students have got to stick to furniture-making for the love of it rather than for the money.

His advice was clearly borne out by Adrian Jacobs, 24, who graduated in 1987 with an HND in furniture, design and craft. He has set up on his own and is paying himself a mere £200 a month. Immediately after graduating, he went to work for a small design company. After about eight months he left to work for a larger operation - Techfurniture, which makes office and hotel furniture - to gain business experience.

Over two years he was involved in most areas of the firm's business gaining experience on both the design and management sides. He was earning about £18,000 and managed to save up enough money - £5,000 - to set up his own workshop.

His firm, Adrian Jacobs' Furniture, based in a small workshop in a sawmill just outside Great Yarmouth, employs only one person - Adrian himself. He describes his output as "high quality furniture aimed at the corporate market". Funding came entirely from his own savings, and all the profit that he makes goes back into buying more sophisticated machinery.

Adrian's is a success story. His advice to fellow graduates is to spend time obtaining a sound knowledge of the furniture market before

attempting to go it alone.

Rad Segrt and Barnaby Scott run a small workshop in Oxfordshire called Waywood. Neither has degrees in fine craft. Rad graduated in botany, and Barnaby in forestry and agriculture. They employ one graduate from Bucks CFE and pay him £190 a week - more than they pay themselves.

"We have had a hard time building up a reputation," said Rad. "The hours are long - 10-12 hours a day, six days a week."

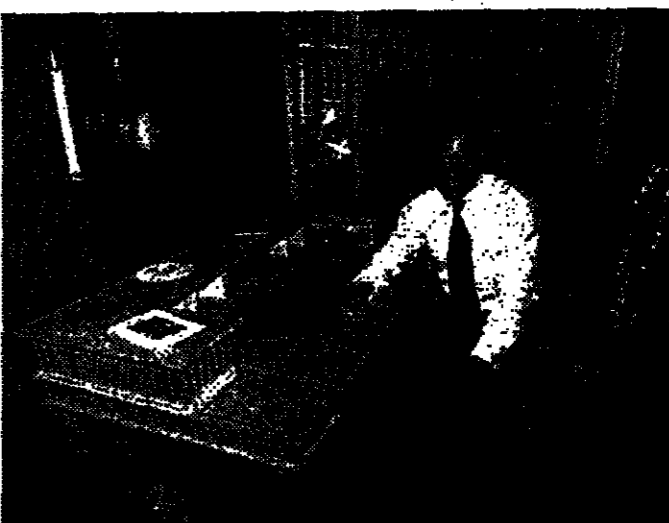
Mr Martin Grierson, a designer craftsman, who runs his own workshop in West London, takes on three or four graduates a year. They assist him in his one-off commissions, all of which he designs himself. For the first three months they are paid £180 a month, going up to £200 a month, with yearly increases after that.

His advice to graduates looking for jobs is to stay in touch with their careers services. He has no trouble recruiting people in July and August, but often cannot find people in January.

For those hoping to work for larger firms such as G-Plan, Excel Furniture and Jayco, the future is rosy. According to Ian Barker, the furniture industry is increasingly likely to take in graduates for middle and senior managerial posts.

Further information: graduates would be best advised to seek advice from their training colleges.

Emma Tucker



Graduates

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ECONOMICS
ELECTRONICS
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ECONOMICS

Heaven is a spell in the Treasury

STEPHEN BELL, an economist at a London-based merchant bank, is a walking, talking advertisement for economics as a career. On television, where he appears frequently, he looks as relaxed as his suits look sharp.

There are three big groups of professional economists. All of them, it seems, have at least one degree in economics. Some collect further degrees and doctorates for fun, and enjoy reading calculus in bed. These are the academics; then there are the public sector economists working for the Government Economic Service (GES); and the City economists - of whom Mr Bell is a benchmark specimen.

A passion for the dismal science propelled him through a series of examinations and two degrees. By the age of 20 he had finished at the London School of Economics (where else?). At 21 he joined the Treasury - where he started a 10-year career muddying the waters of government policy by toying with capital flows and exchange rates.

Ten years in the Treasury is a long time. After that, he was ready to follow the well-worn path of most of his colleagues in economics, which proceeds from good degree, via the Treasury, to the City. Not only are City firms paying for the expertise garnered by Treasury- or Bank of England-trained economists; they are also paying for their connections and their insights into the way policy is developed. Mr Bell, for instance, can still call on former colleagues in the Treasury to ask pointed questions on a private basis.

about policy. Securities firms are willing to pay a lot of money for those kind of connections. Indeed, when a high-ranking ex-Treasury officer is hired by a Japanese securities firm, they say that he has "descended from heaven".

This well-worn path is tracked primarily for financial considerations. However, in Mr Bell's case when he joined in 1974 at £1,994 a year "nobody got more money". Friends at stockbrokers overtook him only by earning big bonuses.

But now, the City - especially since the Government privatisation programme so increased the Square Mile's capacity for economists - offers salaries considerably more than those offered by the public sector.

Like academic economists, such as Mr Simon Taylor, who teaches at St Catherine's College, Cambridge, for about £13,000 a year, those on the Treasury's payroll know the meaning of thrift.

An economic assistant straight out of university, (31 out of the total 421 in the GES, who work in departments ranging from Agriculture, Fisheries and Food to the Welsh Office), starts on £11,117 plus £1,750 London weighting. It takes a few years to climb the pay scale to performance-related pay levels above about £20,000, the average starting salary in the City.

Mr Taylor regrets that a 26-year-old with a first class degree, teaching economics at a world-class university, gets paid only £1,000 more than the average starting salary for a 21-year-old graduate with a second-class honours degree - £11,375. He regrets it so much that, like Mr Bell, he, too, is heading into the private sector. He calls it "responding to market forces".

The reading and research of the academic life counted for much with Simon Taylor. But there is now an undersupply of academic economists, who, like the civil servants, have been lured into the City, or quangoes such as the Institute of Fiscal Studies.

It is becoming harder to fill teaching posts in the universities; while pay is set nationally for academics, the acquisition of a PhD in something markets-related can greatly increase the marketability of an economics graduate.

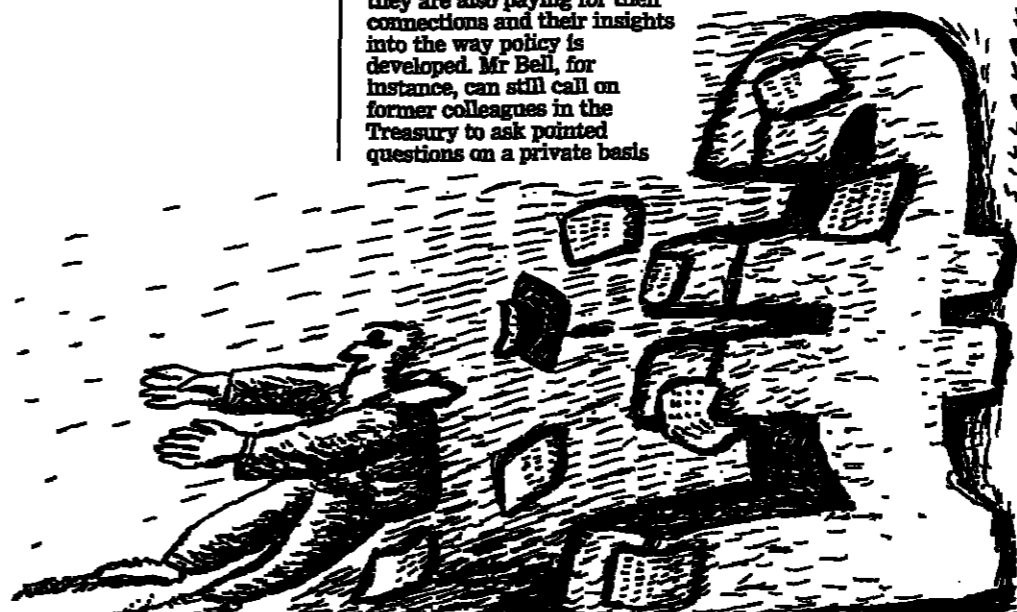
However, it looks as if the path from the public sector will not be so well beaten in the 1990s. Wastage from the Treasury, which takes the biggest complement of applicants to the GES, has been high, but is steady. In 1987, 28 economists resigned from the GES' total of about 400; in 1988, during the City's terrific expansion, 45 did, at widely-varying levels. Last year, 22 per cent of its staff left. But this year and this decade, retention levels are set to be much higher, according to the Treasury officials. This is because the banks are making heavy cutbacks in the amount of auxiliary staff they are taking on, especially the Midland, Lloyds and Standard Chartered. Economics departments are a fairly new phenomenon, and so can be the first to go on the last-in-first-out basis.

A more underlying reason for the Treasury's optimism is the fact that unlike the City, the Treasury regards itself as offering the serious economist a serious chance to determine economic policy within a proper "career structure". City economists, officials have said, are nothing more than "pseudo-journalists".

The Treasury is a "wonderful place to work". It would be difficult to find a City economist, loyal and well-represented as he is, to say the same about his securities house. The Treasury's rarefied atmosphere, its ethos of putting intelligence and ideas first and foremost, are treasured by its employees. Furthermore, they cannot but be aware of their marketability in the City when they get tired of shaping public policy.

What is crystal-clear in the economics world is that a passion for the subject as strong as Mr Bell's is as essential a requirement as an economics degree.

Further information: The Economist Group Management Unit (EGMU), HM Treasury, Parliament Street, London SW1 P3AG. Telephone: 071 270 5053.



ELECTRONICS

Plenty of scope for chip makers

THIS might not seem the best moment to be looking for a job in the UK electronics industry.

Of the great names of UK electronics, Plessey has been swallowed up by the General Electric Company of the UK and Siemens of West Germany. Ferranti is reeling under the impact of a fraud allegedly perpetrated against it by an American subsidiary, ICL. Britain's flagship computer manufacturer, has been taken over by Fujitsu of Japan.

The demise of British-owned companies might be a dent to national pride. But the decision by substantial numbers of American and Japanese companies to use the UK as their European manufacturing base means that British graduates still have the opportunity to work for world-class companies.

Motorola is a US-owned manufacturer of microchips, but Mr Barry Waite, general manager of its European semiconductor group, insists it is as much at home in the UK and Europe as any home-grown company. He was born in Britain, as was the manager of the Motorola semiconductor plant at East Kilbride in Scotland.

Motorola takes on up to 25 university and polytechnic graduates each year to work at East Kilbride, one of the few European factories producing chips such as the dynamic random access memory (DRAM), the basic building block of the semiconductor industry. The company looks for degrees in electronics, physics and chemistry, but also takes finance and business studies graduates.

Anyone who wants a comprehensive education in chip-making, however, might want to think about working for Fujitsu. The Japanese company is building a new chip plant at Newton Aycliffe, County Durham. The plant will produce its first chips next autumn, so that the 1991 graduate entrants will be intimately involved in setting up its operating procedures.

Mr Albert Clark, Fujitsu's personnel consultant, argues that working at a new factory will offer substantial

advantages over joining an established manufacturer. "The difference when you come to a greenfield site is that you get the chance to learn the job in depth," Mr Clark says. "You're going to be writing the operating procedures, so you've got to get them right. That's the best sort of training ground."

Fujitsu took on 16 graduates in 1990 and expects to recruit more in 1991. It looks for students completing degrees in electrical, electronic and mechanical engineering and in physics. More important than the class of degree, says Mr Clark, is the project done during the degree. Some universities have clean room facilities, in which students can gain real experience of semiconductor manufacture. Fujitsu recruits attend a two-week induction programme at a hotel in Newton Aycliffe and then leave for a six-month training programme in Japan.

Not all Japanese employers offer a trip to Japan, and hardly any do so this early in a training programme. At least one company has been upset by the number of graduate entrants who were snapped up by other employers shortly after returning from Japan. Fujitsu's Mr Clark says although graduates interviewed were excited about the idea of working in Japan,

approaching. Six months is a long time to be away from families and partners, although the company says it is prepared to consider help for boyfriends and girlfriends who want to go along.

Consumer electronics manufacture in the UK is also dominated by Japanese-owned companies, several of which have an annual graduate intake.

Sony manufactures television sets at Bridgend near Cardiff. It is one of the companies responsible for turning Britain's trade deficit in colour TV sets into a surplus of £58m last year.

Mr Michael Pugh, human resources manager, says Sony recruits about a dozen graduates each year to work at Bridgend. Television sets might once have been fairly low-tech products, but with screen images getting sharper and the number of microchips inside them increasing, this is no longer the case. The development of high-definition television is increasing the demand for technologically sophisticated graduates.

Matsushita, which manufactures television sets in Cardiff under the Panasonic brand name says it, too, intends to increase the number of graduates it takes on.

Finally, GEC, the largest British-owned electronics company, remains a huge employer of graduates. It and its associated companies provided training for nearly 3,000 graduates and sponsored students last year.

Further information: GEC's booklet of graduate vacancies, A World of Opportunity, available from GEC Educational Liaison, Freepost CV1 370, PO Box 55, Dunchurch, Rugby, Warwickshire CV21 6BR.

Michael Skapinker

PROFILE: SONY

Being British is no bar to promotion

MIKE McDONALD insists he does not have to bow to anyone at work. He does not begin the day with a rendition of the company song. Nor is he expected to take part in any communal exercises.

He confesses he does sometimes feel like a foreigner working for Sony, the Japanese electronics company, at their

manufacturing the front glass panel of the sets on the site. While British-owned electronics companies have beaten a steady retreat, UK-based Japanese employers have continued to expand.

Mr Saunders, who studied electronic engineering at Coventry Polytechnic, spent his first six months at Sony working in a variety of departments, from public relations to purchasing. He then spent another six months working in the test engineering department. At the end of his first year at Sony, his career will be reviewed. He expects to spend another year working in the same department.

Mr Saunders had previous experience of working for a foreign-owned company in the UK. He was on a sandwich course at his polytechnic, with a year of work experience between his first and third years. He spent the time in Coventry working for Peugeot, the French-owned car manufacturer.

He cites one important difference between working for Peugeot and for Sony. "In the car industry you could still see the differences between the managers and the workers that you don't see here," he says.

Mr Saunders has not yet had the opportunity to visit Japan, but most graduates working at Bridgend do get the chance at some stage. Mike McDonald spent a few months working in Sony's semiconductor division in Japan last year. He had previously spent six months learning Japanese at Bridgend. Doing so was voluntary - and he was given no opportunity to speak Japanese while he was in Japan. "English is the corporate language. When I was in Japan, they all wanted to practise their English. I've forgotten all my Japanese now."

Mr McDonald insists that being British is no bar to promotion at Sony. "The plant manager here is British. The managing director of Sony UK is British. There are Europeans on the board of Sony," he says.

Sony recruits throughout the UK, but it does expect its graduate entrants to have a commitment to South Wales. It recruits at the Welsh universities and polytechnics and looks for expatriate Welshmen elsewhere in the UK. Non-Welsh graduates should not, however, feel automatically excluded: there are employees at the plant from all over Britain, and the director of the Bridgend operation is English.

Michael Skapinker



Rolls-Royce's new Trent engine: engineers can be discerning about the company they choose

busy trying to graft a more commercial and market-oriented ethos on to its traditional emphasis on engineering excellence.

An industry in a state of flux might appeal to some new graduates, although a degree of uncertainty is the reverse side of the coin.

British Gas, privatised in 1984, has already been down this road, although some critics say that its monopoly status has allowed it to retain its bureaucratic, public sector ways. It recruits up to 300 graduates a year, with roughly a third going into engineering and research jobs and the rest into non-technical areas.

Graduate entrants, recruited on a minimum of £11,309 last year, work throughout Britain: British Gas divides its organisation into 12 regions and has four research stations. With about half of its

graduate intake female, the company has a good record on recruiting women. It also says that about a third of its intake is from polytechnics. So far, however, few graduates go into the most exciting areas of British Gas's activities: exploration, production, and overseas acquisitions.

And then there is what remains of the public sector. Nuclear Electric, responsible for running the nuclear power stations in England and Wales, expects to recruit about 70 graduates this year, while British Coal regularly takes about 50.

Further information: Electricity Association, 30 Millbank, London SW1; British Gas, 152 Grosvenor Rd, London SW1; British Coal, Grosvenor Place, London SW1.

David Thomas

ENGINEERING

You can afford to pick and choose

ENGINEERING graduates have had little trouble finding a job and there are few signs of the situation changing this year. Indeed, engineering companies have traditionally had to compete with City institutions and accountancy firms to attract the best candidates.

Engineers are numerate and good problem-solvers which makes them attractive employees in a range of disciplines. The City has often lured them away from the smokestacks with the promise of high salaries and rapid advancement.

In a field where graduates can often pick and choose, those sticking with engineering can afford to be very discerning about the sort of company they select. The decision is often dictated by the training programme offered by a company - which should lead to chartered status - and the career development programme.

The importance of the chartered qualification is increasing as the 1992 single market in the EC approaches since the title is likely to be the accepted professional requirement within Europe.

Graduates should look very carefully at the career advancement offered by employers. "Progression is extremely important," says Mr Jim Davidson, careers adviser at Bath University, which has a large number of engineering students. "Employers should think through very carefully what they are doing with young graduates, and move them around a bit as well as giving them responsibility."

Mr Davidson believes it is important for engineers to work in a stimulating environment where they can make use of the skills they have acquired at university. If they are not put to the best

use, many of these bright graduates will be lost to engineering.

The paucity of training offered young graduates in the UK is partly a reflection of the lower status accorded to engineers in the economy. On the continent, particularly in Germany, engineers can earn twice as much as they can in the UK and generally enjoy a much higher professional status. For this reason, German companies such as Siemens are beginning to recruit in the UK and could become more active in the run-up to 1992.

It is often large companies such as the multinational oil corporations based in the UK that offer the best deals for graduates in terms of training and variety of work. These firms also tend to pay higher starting salaries: they begin in the region of £14,000 against the norm for engineering graduates of £11,000 across the country.

Esso hires about 45 graduate engineers a year and would take more if it could find the: About half the company's intake are chemical engineers with most of the rest mechanical. The company pays a starting salary of just over £14,000, with all its graduates taking responsibility for a job and receiving on-the-job training.

Esso and the other oil companies are looking for management potential. For this reason, academic qualifications are taken as evidence of initiative. Good recruits move quickly through the ranks; Esso's chairman and two of its managing directors are chemical engineers who joined the company from the milk round.

British Aerospace's training programme is cited by many careers advisers as providing good opportunities for graduate advancement. The company rewards performance and some graduates have moved quickly through its ranks. BAE says about 65 per cent of its annual intake of some 1,100 graduates are engineering graduates in a range of disciplines including electrical, aeronautical, mechanical and production engineering. All graduates enter a two-year training

Continued on next page

Wellcome

GRADUATES

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Sony production line: no bowing, no singing the company song, no communal exercises

ENERGY UTILITIES

Powerful challenges for livewires

STUDENTS who start working in Britain's electricity industry in a year's time will find a very different beast from that which exists now. By the summer of 1991, assuming no hiccups in the government's plans, most of Britain's power stations will have been privatised.

In England and Wales, 15 new private sector companies will have been created: 12 regional companies, responsible for supplying electricity in their localities; National Power and PowerGen, the two generating companies; and the National Grid Company, which will run the national transmission network. Scotland will boast two new private sector companies: Scottish Hydro-Electric, catering for the north of the country, and Scottish Power, its counterpart in the south.

Previously noted for its stability, the electricity industry is in the middle of

PowerGen recruited about 30 graduates this year, split between technical and non-technical backgrounds, on starting salaries of £12,000-£13,000. Like National Power, they are recruited into specific jobs, although PowerGen says it intends to give each new graduate a development programme.

Very few graduates will work in London, so the industry could interest anyone determined to avoid the capital. At National Power, most technical graduates will work either at a power station, or at the research labs in Leatherhead, Surrey, or at one of its administrative centres in Harrogate or Swindon. Most PowerGen recruits will work at a power station, at its research labs near Nottingham or at its HQ near Birmingham.

The 12 regional companies each recruit a few graduates. The Nottingham-based East Midlands Electricity, for example, recruited 10 graduates last year, mainly from colleges in its local area, on salaries ranging from £11,225 to £12,100. The Scottish companies offer similar opportunities: Scottish Power took about 30 graduates last year.

Some of the companies are aware of the need to overcome the industry's macho image. Jackie Roberts at National

Continued from previous page
maximum for graduates to join the staff in a minor administrative job and later move to the campaigning side. These jobs will clearly not pay as much as comparable jobs in industry, and you take them on with no guarantee of moving across into a campaigning slot.

If you are not independently wealthy, or lack financially supportive parents, look for volunteer work which carries a stipend.

Typically, green organisations do not have structured graduate entry programmes. Indeed, several were hard pressed to even describe what it is they are looking for in a recruit.

Friends of the Earth takes on young people as volunteers receiving expenses and meals allowance. They do filing and documentation and are responsible for short-term research projects. After several months they could be taken on as campaign assistants.

Presentational ability is essential. Campaigners must be articulate people who can give an interview at short notice and hold their own against hostile experts from government or industry. Writing skills are also essential.

Management skills and the ability to co-operate are required. Some organisations hold training courses, and employees are sent away to refresh their knowledge on specialised subjects.

The critical test is commitment to preservation of the environment," says Andrew Lees, campaigns co-ordinator of FoE.

The salary range for a campaign assistant at FoE is £12,000 to £14,000; for an assistant campaigner £13,500 to £15,500; and for a campaigner - the head of a team - £17,000 to £19,000.

Greenpeace is a high-profile movement which specialises in anti-pollution demonstrations aimed at

assistants - albeit at low salaries - and moved on to campaigning.

They can work up to the post of senior campaigner earning £13,500 to £18,000.

The Royal Society for the Protection of Birds employs 300 at its headquarters in Sandy, Bedfordshire, and a further 200 in the regions. Conservation and research into bird life forms a large part of its work.

A conservation officer, who has the task of preserving bird habitats, would earn £13,000 to £19,000 a year. Previous experience is required for this, but assistant conservation officers are now being appointed and a new graduate might be considered.

Further information: Who's Who in the Environment available free from the Environment Council, 80 York Way, London, N1 9AG. The first issue is out of print but a reprint is being made.

John Hunt

PROFILE: ICI

Green issues are growing issues

THE environmental performance of companies such as ICI will play a much greater role in recruitment and career planning in future, Mr Richard Freeman, chief economist of ICI, Britain's largest chemical manufacturer, told a recent conference on the "green consumer".

Certainly, ICI's public policy statements now emphasise the company's commitment to improving its environmental

■ Taking part in ICI's £100m programme to develop alternatives to chlorofluorocarbons (CFCs), which are being phased out because they damage the ozone layer. This project, based at Runcorn, Cheshire, will soon move on from R & D to full-scale production, starting with KLEA 134a, a CFC substitute scheduled for commercial launch in 1991.

There are therefore opportunities not only for research chemists but also in engineering and production, sales and marketing.

■ Helping the main ICI plants to reduce their discharges into the local rivers and seas. The chemical works on Tesside, Merseyside and the Firth of Forth are spending tens of millions of pounds each on anti-pollution projects. Again, graduates from many different disciplines may be able to take part in these.

ICI's specialist environment laboratories are in idyllic locations far away from the company's sources of manufacturing pollution. Jealott's Hill Research Station in rural Berkshire near Bracknell is the R & D centre for agrochemicals. It has 160 people working in its environmental sciences department, investigating the effect of ICI pesticides - those on the market and those still being developed - on the environment.

Jealott's Hill has jobs for chemistry graduates, developing new pesticides that break down more quickly and leave less residue than today's, and analysing pesticide residues in plants, animals and the environment. Their work is backed up by biologists, who study the effect of agrochemicals on wildlife. The Brixham laboratory is

F

FOOD & CONSUMER GOODS

CONSUMER GOODS

People will always need to eat and wash

FOOD and packaged consumer products companies are classic "defensive" stocks in recession. However had the economy gets, the thinking goes, people still have to eat and wash.

As dark clouds continue to gather over the economic landscape, how much does the same theory apply to getting and keeping a job with a company in these sectors?

Some companies are trimming their vacancies for 1991 because of the economic outlook. If attrition slows down, there may be fewer management posts available.

Few employers, though, believe their task is going to get any easier. Starting salaries are keeping up with - or exceeding - inflation. Most companies offered at least £11,000 this year, but Unilever, for example, will pay a 1990 graduate of a four-year engineering course £17,150, including London weighting.

"Sometimes, recruiting graduates is almost more competitive than selling soap," says Mr Martin Naylor of Procter & Gamble, the US-owned consumer products giant which, with Unilever, stands as one of the sector's twin peaks in breadth of intake and organisation of management training.

One thing they have in common is that entry at the bottom is the only way in. P&G says it never promotes except from inside. Unilever does only on the rare occasions it cannot find a qualified internal candidate. However, many smaller companies in the sector recruit their marketing teams from three- to four-year veterans of other employers.

In 1990, Unilever is taking about 140 people into its central management development scheme, and a similar number of specialists and mature graduates into direct entry positions. Of the former, 90 per cent will have



Truly international products for a truly international industry

been appointed to their first management position by the end of two years, according to Mr Martin Duffell, head of management recruitment.

Engineers and science graduates continue to be at a premium throughout the sector. Even P&G, a magnet for ambitious graduates, admits it "does not always find it easy recruiting suitably qualified technical people such as chemical engineers".

To an engineering graduate, a company such as Cadbury Schweppes is "not terribly glamorous", according to Mr Bill Burke, the confectionery and soft drinks group's manager of resources and development. Cadbury's solution is to target engineering departments with sponsorship and similar arrangements which raise its profile. It also runs a computer-based business game every September aimed at engineers.

Shortages also lead some companies to cast their nets wider. Although United

Biscuits fills most production management jobs with food technology and engineering graduates, it accepts applicants with any degree for any position. "We mainly need the right people skills for production, and you can get that in any degree discipline," says Ms Kathy Gabler, UB's graduate recruitment officer.

But brand management and marketing is still supreme at most companies. "We're not likely to take an R&D chemist and make him chairman of Reckitt & Colman," says Mr Martin Craven, who co-ordinates graduate recruitment for the food and household products group.

Competition for the best candidates means that recruitment often starts well before the milk round - sponsorship and bursaries are not philanthropy, but a means of meeting bright sparks.

By mid-September, however, Unilever had already filled more than a quarter of its expected 1991 intake from the 1990 milk round. However, it

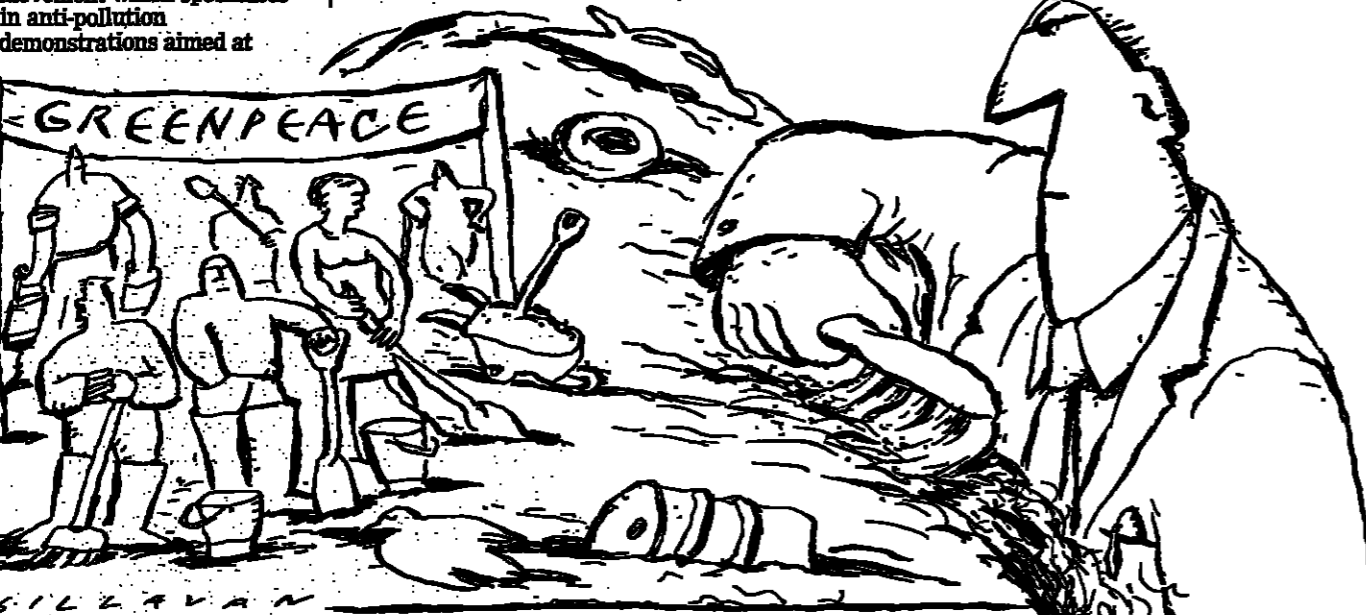
usually does that only for applicants who plan to be out of Europe for next year.

Unilever is also making a concerted effort to stress the ways it helps employees to reconcile career ambitions with personal lives. Its recruitment pack includes a brochure explaining how it tries to keep careers and family lives on track regardless of whether the employee or his or her partner is transferred.

It has also introduced a career break scheme which keeps the absent employee in touch with developments at work. This is designed not to waste the company's investment in training.

It also recognises the growing importance of women in its management ranks. This year, 42 per cent of all management recruits were women. Excluding engineers - where male applicants outnumber female by four to one - the ratio is 50:50.

Clay Harr



grabbing headlines and television prime time. An employee could be working in the office one day and as happened last year - the next day be launched on to the Thames in a rubber dinghy to prevent a cargo of toxic PCBs (polychlorinated biphenyls) being unloaded.

Jobs as campaign assistants would be open to graduates whose work would include organising seminars and commissioning research by outside consultants. A science degree is an asset for this work although not essential. The same applies to previous environmental employment.

The World Wide Fund for Nature (WWF) - formerly the World Wildlife Fund - is part of an international organisation with headquarters in Geneva. It has mounted campaigns to save the whale and elephant from extinction and to protect the rainforest. Recently the Cook Report on Central TV questioned the effectiveness of some of the WWF programmes, notably the £1m panda breeding centre in China.

The organisation runs some Third World programmes, such as national parks and tropical forestry preservation projects, funded jointly with the Government's Overseas Development Administration. These are administered by WWF conservation officers who monitor the programmes, liaise with the ODA and visit the various projects in the field.

For these posts a science degree is essential, with some previous experience in conservation usually required from applicants, according to Mr Chris Tydenan, senior conservation officer. Controllers organising campaigns on topics such as global warming and North Sea pollution would also need a science degree and some experience in environmental work.

Many battles against the destruction of the countryside have been fought by the Council for the Protection of Rural England which has a staff of 25, including six campaigners. For campaigning posts, degrees are required, and several years' experience is preferred with other conservation organisations.

performance. Its environmental spending this year is expected to reach £200m.

Students who read ICI's 1990 graduate recruitment brochure Opportunities in the World of ICI - may therefore be surprised to find that, of more than 400 vacancies described, only a tiny handful mention environmental work.

According to Mr Mike Flux, ICI group environmental adviser, the reason is that, with the exception of the company's two specialist environmental laboratories at Brixham in Devon and Jealott's Hill in Berkshire, "we do not recruit graduates specifically to work in the environmental area. We recruit people into ICI - and they may move later into environmental work." And, he adds, "an awful lot of ICI's environmental work is done as an integral part of our manufacturing, research and other activities."

Environmentally-minded graduates who are thinking of joining ICI should be aware that, in the eyes of the green lobby, the UK chemical industry is still not doing nearly enough to control pollution, and ICI in particular lags behind its German competitors in cleaning up its plants. ICI employees have a duty to help the company to trade profitably; they do not have the option of campaigning Greenpeace-style to shut down a polluting plant.

Unlike the German and American chemical giants, which have large central environment departments, ICI's environmental activities are highly decentralised. Only Mr Flux and his colleague Mr Mike Bright, the UK environmental adviser, work in the group's head office in London. Out in the field, individual ICI businesses have their own environmental managers; but these tend to be people with extensive knowledge of that business, rather than previous experience of environmental work. There is little chance of a recent graduate recruit getting such a job.

However, as Mr John Stimpson, ICI graduate recruitment manager, points out, the company now offers

in a superb seaside setting in south Devon. It originated as a marine toxicology laboratory for ICI Paints but has steadily expanded its role. This year Brixham was officially designated the Group Environmental Laboratory. Its staff has grown from 50 to 85 over the past four years and there are plans to go up to 100. Much of Brixham's work is still concerned with the discharge of chemical wastes into rivers, lakes and the sea; there is little atmospheric research.

Dr John Lawrence, the laboratory director, prefers to recruit graduates with a degree in one of the traditional sciences, rather than in the fashionable field of environmental sciences - a view held quite widely among environmental employers. "Other things being equal, we would prefer to go for someone who had done a subject in depth - a good chemist or biologist, for example - rather than someone with a degree in environmental science, which is a jack-of-all-trades degree," he says. "We can give them the environmental emphasis here."

Brixham often recruits science graduates directly by advertising in magazines such as New Scientist, instead of going through ICI's central recruitment process. Salaries start in the £11,000 - £12,000 region but rise quickly. "Anyone who is at all reasonable should reach the £19,000 level by the age of 30," Dr Lawrence says.

Like any modern environmental laboratory, Brixham needs mathematicians and computer scientists to model the movement of pollutants in the environment.

There is a lot of opportunity for mathematicians in environmental work," says Mr Richard Murray-Smith, a 25-year-old maths graduate from the University College of Swansea who joined Brixham's environmental modelling unit in 1987. "Modelling is still in its early stages, as far as chemicals are concerned, and there are still very few environmental mathematicians."

Further information: ICI Group Personnel, Shire Park, Runcorn Road, Walsby

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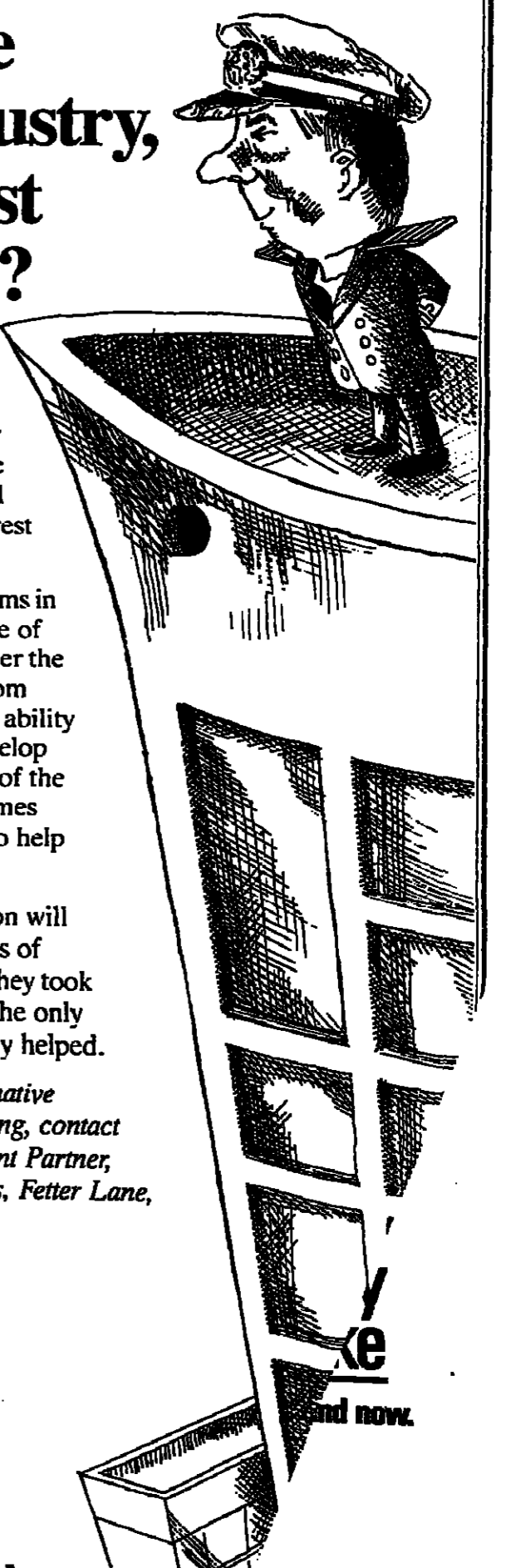
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HEALTH
HOTELS

HEALTH SERVICE

Managers brought in to doctor the NHS

MANAGERS are the new fashion in the National Health Service.

Ask most members of the public to describe the people working in a hospital and they will name almost every other group of employees – doctors, nurses, ambulance crews, porters – before thinking of managers. But the reform of the NHS which takes effect next April will create a structure with managers at the centre.

This is the latest and most radical stage in a gradual strengthening of management which has taken place in the NHS over the past 20 years. From next April the system is – at least by the standards of Britain's public services – going to start behaving in a commercial way. The funding of health care will be separated from its supply. Managers working in district health authorities will purchase hospital treatment for patients on the basis of contracts negotiated with other managers who run hospitals.

This is not just a bureaucratic game. Individual hospitals' income will depend on the number and value of contracts they are able to win in what will, over the next few years, become an increasingly competitive internal market.

These changes mean that graduate management trainees entering the NHS during the early 1990s will be doing so at a time when the manager's role is expanding greatly. They will find themselves running businesses as well as delivering services.

The health service recruits around 60 graduate trainees a year for its national management training scheme run by the NHS Training Authority. Young people are recruited from across many academic disciplines and NHS recruitment officials make it clear that they are in



There are some things the sea air can't fix – and some problems in modern health care that need professional management

competition with industry and commerce to attract the best talent – a service which costs £22bn a year to run in England alone has plenty of need for good managers.

Trainees spend two years on a "sandwich" course which combines theoretical and practical elements before going to their first jobs, which are likely to be at deputy hospital manager level.

From next year some hospitals will become self-governing trusts, remaining part of the NHS but run by small businesslike boards. Their managers will, among other freedoms, be able to raise capital on the market for development projects and negotiate the pay and conditions of staff outside national agreements.

Newly-trained young managers taking jobs in trusts will be confronted with many of the opportunities and challenges that they would find in any commercial organisation.

They will also find many commercial-style pressures to deliver in line with measurable standards. Mr Duncan Nichol, NHS chief executive, has told his senior managers that the priorities for next year are to cut hospital waiting lists and times and improve maternity services, measured by lower infant mortality rates.

Managers who fail to achieve these objectives will lose out financially when their performance-related pay is allocated.

But while the NHS is

becoming more businesslike, the job of a health service manager will never be exactly the same as a commercial one. The NHS's product is health care – businesslike efficiency is worth nothing unless it contributes to better patient services.

Potential health service managers need attitudes which will enable them to take awkward, human factors into account more than is necessary in many jobs.

Those awkward humans will not only be the patients, but many of the manager's own colleagues. The health service consists of a vast range of professional groups – from surgeons to architects – and the manager needs the personality skills to manage and motivate a team of experts who sometimes resent being managed at all. He or she will have to break down the tribalism which can exist between groups of specialists competing for resources.

Although public salaries never equal the highest rates in the private sector, senior managers can earn around \$65,000 plus performance-related supplements. In some places, like London, the introduction of self-governing trusts and the loosening of national pay scales may eventually put a premium on the best managers.

Further information: NHS Training Authority, St Bartholomew's Court, 18 Christmas St, Bristol BS1 5BT

Alan Pike

HOTELS

Check in to a new field for graduates

DIANE MILLER recalls that her school careers officer was horrified when she expressed interest in a hotel and catering management course at Stirling University. "He thought I must be mad, especially as they saw me as a future international lawyer."

But Ms Miller, 31, has no regrets about choosing a career in hotel management. She has been appointed manager of Trusthouse Forte's Hampstead Post House hotel, the youngest THF general manager in London and one of only a few women hotel general managers in THF's portfolio of hotels in the UK and abroad.

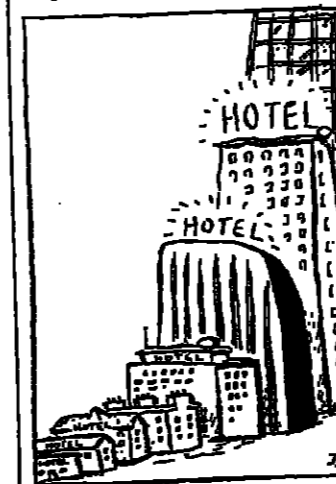
Her decision to develop a career in hotel management has clearly paid off, but she is still in a minority as far as most UK graduates are concerned in choosing hotel and catering as a career.

The problem, quite simply, is that a career in hotel and catering is initially less attractive than many other careers for graduates. The sector offers graduates long hours and little financial reward in the early years after

graduation; many can expect to be employed in the sort of routine jobs that are the essential core of the service sector while "serving their apprenticeship" before moving on to managerial positions.

This approach reflects the fact that there is still some hostility felt towards graduates in an industry where most employees do not have high academic qualifications.

"There is a feeling of wanting to take graduates down a peg or two," admits one hotelier. Yet such a feeling is slowly being eradicated as those in the industry realise that the scale and growth of hotel and catering businesses in the 1990s requires more professional management. "It's becoming a lot more competitive to attract the sort of talent we increasingly need to manage our expansion," says Mr David Hoffman, head



INSURANCE

Waking up to a planned policy

BY ITS own admission, the insurance industry has done precious little to sell itself to graduates. Only recently has the business woken up to fierce competition for highly-trained intelligent young people.

The insurance industry is recruiting around 2,500 to 3,000 graduates a year, double the number of 10 years ago.

In the UK, there are three disparate segments of the industry: insurance companies, insurance brokers and Lloyd's syndicates. However, there is little co-ordination between these areas on certain matters of common interest such as marketing the industry as a career. Within each area there is very little co-ordination, with each firm approaching recruitment in its own fashion.

Generic promotion of insurance as a career is undertaken primarily by the Chartered Insurance Institute, the professional and educational body for the insurance industry.

Individual firms often use the annual milk round of universities for their recruitment efforts, but there is a singular lack of general co-ordination for recruitment. This can be seen even within companies, with separate divisions left to their own devices on recruitment.

The Royal Insurance Group, for example, has several operating companies within its overall structure. Until recently, each had its own recruitment policy, and each company sent its own representative on the milk-round. This left Royal UK in the unfortunate position of competing with Royal International for graduates.

Now Royal is putting together a group strategy towards graduate recruitment.

The Merritt Group, the second largest syndicate group at Lloyd's insurance market, does not participate in the milk-round. Instead, it relies on graduates approaching it directly, and hopes that its reputation as a successful innovative organisation will mean it attracts top people.

What can the insurance industry offer graduates in the way of career prospects?

First, it should be made clear that general insurance and life insurance are, in many respects, separate industries within the overall insurance industry.

Life insurance has traditionally tended to be dominated by actuaries, even in non-actuarial posts. However, non-actuaries are playing an increasingly important role in life assurance, especially in the newer unit-linked life companies (unit-linked assurance is a type of life assurance in which the premiums are partially invested in unit trusts). The growth of unit-linked life assurance, a product for savings and investment, has spearheaded the organic change in life assurance which had previously focused exclusively on income protection in the event of death.

This in turn means that the modern life assurance industry revolves around marketing, investment and administration rather than underwriting.

Thus the career opportunities within life assurance include designing and marketing savings and protection products in a very competitive market and managing life and pension funds.

Underwriting in the life assurance field tends to be concentrated with the reinsurance companies. These are specialist firms which allow underwriters to share risk with many others, thus minimising their own losses.

In contrast, underwriting is still the main function in

general insurance operations, from the largest composite insurance group to the smaller specialist Lloyd's syndicate.

An underwriter is primarily responsible for assessing risks and balancing those against premiums. This may relate to mass risk, such as that on houses and cars, or to a one-off risk such as the failure of a satellite to orbit properly after launch or the risk of a film star losing his teeth.

Investment management is still important in general insurance operations, although possibly more restrictive than with life assurance and pension funds.

All aspects of the insurance industry have been affected by the technological developments of the past three decades. Information technology is now central to any insurance operation, not solely for record-keeping and updating, but for statistical analysis, product development and even basic underwriting.

Insurance companies still prefer to train their own IT personnel, with an insurance background, rather than hire experienced IT people who have to then be taught insurance.

The insurance industry has always placed great emphasis on in-house and on-the-job training of its employees, backed by the qualifications provided by the Chartered Insurance Institute. Later on in their careers, some firms would expect suitable graduates to expand their knowledge and qualifications.

Leading multinational insurance brokers, Willis Faber, for instance, expect graduates to take and complete the CII examinations within three years of appointment.

So a graduate entering the insurance industry can expect further years of study and training. Indeed, most insurance firms operate a "fast track" training programme for graduates, aimed at accelerating the training of graduates.

The Scottish-based General Accident Group has three levels of training – a fast track scheme for a few selected graduates with a first or upper second class honours degree showing management skills, a scheme for technical graduates, and one for potential underwriters.

Starting salaries tend to be higher than for school leavers and tend to be in the higher quartile in the expected range of starting salaries for graduates.

Further information: Lynn Bryson, Careers Information Officer, Chartered Insurance Institute, 7th Floor, Aldermanbury House, 10-15 Cannon

David Churchill

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If you'd like to know more about a career with NFC please contact, Margaret Griffiths, Graduate Recruitment Officer, NFC plc, The Merton Centre, 45 St. Peters Street, Bedford MK40 2UB.

NFC

ON THE ROAD TOWARDS GLOBAL GROWTH

INSURANCE



مركز التوظيف

J

JOURNALISM

JOURNALISM

You have to be Superman to make it

ASK the public how much they trust newspaper journalists and the answer tends to be unambiguous. Journalists often come behind even politicians and estate agents and somewhere in the realms of used car salesmen.

According to Professor Hugh Stephenson, professor of journalism at City University, similar results are turned up by opinion polls all over the developed world - and in almost every case, he believes, the results are misleading.

The outcome, he argues, is determined by the nature of the question which triggers stereotypes and preconceptions in the public mind.

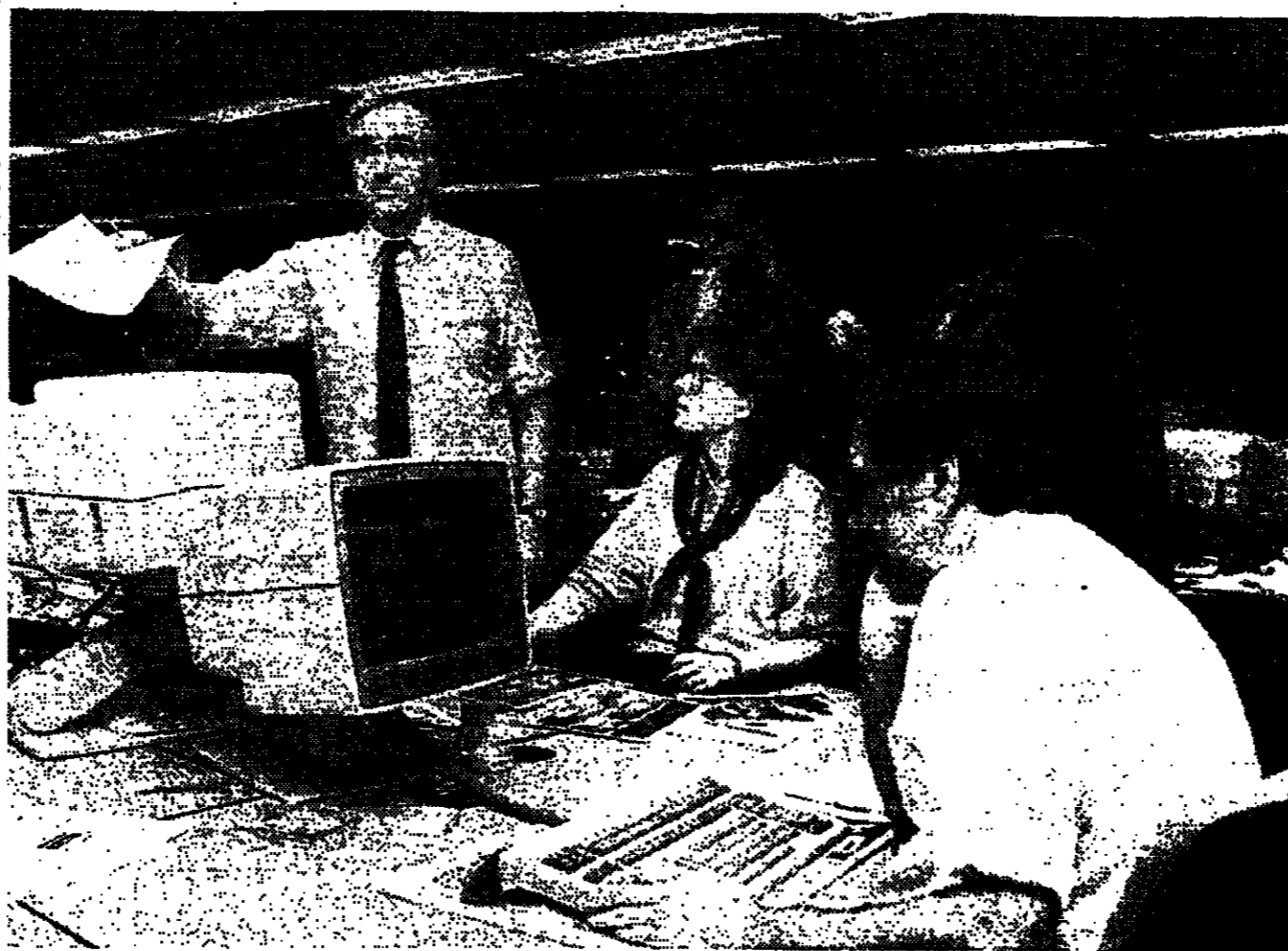
Ask a different question - Would you like your son or daughter to become a journalist? - and the answer is usually very different.

Whatever the origin or reality of public opinion about newspapers there is no doubt the business continues to attract large numbers of well-qualified applicants and that the most difficult task many journalists face in their careers will be how to make themselves stand out from the crowd and persuade an editor to take them on.

"It's a very difficult, quite long, drawn-out and quite soul-destroying experience," says Mr Neil Buckley in spite of having apparently done all the right things and in spite of holding a number of cards.

Neil Buckley edited his school paper and in a year off before going to Oxford worked on *Running* magazine. At university, where he read Russian and French, he was diary, sports and then news editor of *Cherwell* the student newspaper.

Yet he did not even get an interview at *Reuter*, the international news agency. In spite of his Russian. In the end, though, Neil Buckley had the choice of a traineeship at



The most difficult task many journalists face in their careers will be how to persuade an editor to take them on

ITN or at the *Financial Times*. He chose the FT and a five-month course at the Westminster Press training school at Hastings. Neil has a guaranteed job on the FT at a salary of £14,500 - 70 per cent of the minimum National Union of Journalists' £20,800 pay rate.

Another route into journalism is at *Reuter*. This year the group took eight journalism graduate trainees on two-year contracts for *Reuter Europe*, Middle East and Africa. After a spell on the London news desk each will get a foreign assignment. The news agency is looking for one and preferably two languages other than English.

The Times chooses between four or five graduates a year, usually from Oxbridge, from hundreds of applicants. There is no formal training course but instead the young trainees learn "on the job" by working in a variety of departments.

There is no guarantee of a permanent job but the paper promises to make a decision by the 11th month.

The 85 graduates a year chosen out of more than 800

applicants for the UK courses at the City University also do not have guaranteed jobs but most who complete the course appear to have little difficulty finding a job.

"One of the things these courses are doing is acting as a sort of filtering operation. I think it's a comfort to employers if someone has done a one-year screening of them," Prof Stephenson argues.

The "filtering operation" is as practical as Prof Stephenson makes it and includes exercises such as covering coroners' and magistrates' courts.

More important, from the point of view of future employment, the students go on two attachments to newspapers or magazines.

At least one City student on attachment ended up very much in the deep end. Two years ago the young woman arrived at 8.45am - 15 minutes early - on the first day of her attachment to the South London Press and walked straight into reporting the Clapham train crash.

Courses such as those at City are accredited by the

National Council for the Training of Journalists (NCTJ), the body that is still responsible for the training of most journalists whether they join a paper direct from school or go on a post-graduate course. About 350 are on one-year pre-entry courses, and about 450 a year opt for working on newspapers while continuing their training.

Recently, the NCTJ has developed a distance learning course for journalists, including video cassettes on such subjects as law and local government.

There has, however, been a move away from the NCTJ in recent years with Westminster Press and Thomson Regional Newspapers, through its Newcastle training centre, awarding their own certificates.

The Newspaper Society, the body representing regional newspapers has launched a broad-ranging review of journalism training and qualifications. The review will examine the role of the NCTJ and look at the industry's progress in developing

government-approved National Vocational Qualifications.

EMAP, the regional newspaper and magazine publishing company, plans to go the same way and Mr Barry Holden, managing director of the Peterborough *Evening Telegraph*, an EMAP paper, plans to set up a training centre for the group.

For graduates interested in journalism, United Newspapers, publishers of everything from the *Daily Express* and the *Yorkshire Post* to *Punch* magazine, have opened a new career path.

Mr David Barron, group personnel manager of United, has been trawling round six universities - Oxford, Cambridge, London, Bristol, Durham and Leeds - offering work experience to students interested in newspaper management. Six students will be sponsored in their final year and from the summer of 1991 there will be a limited number of places on a full-time training programme in media management.

Raymond Snoddy

Try the business publishing route

AT Bristol University, Simon Waldman read classics. His first job was as a feature writer on *Shoe and Leather News* before moving on to *DR The Fashion Business*, a leading rag trade publication.

Now, two years after leaving university, he writes on the entire business-to-business publishing sector for *Media Week*, the specialist industry publication, and is earning more than he would on most local and regional newspapers.

"The reason I went into business publishing was because I never really got involved in journalism at university and that path wasn't open to me," says Simon, 24, who faced challenges such as writing 800 words on the shoe shops of Oxford Street.

Business publishing, which used to be known rather disparagingly as "the trade press", is increasingly seen as a significant publishing sector, and is proving an attractive way into journalism and advertising sales for young graduates.

"It's the most likely entry point for people interested in getting involved in journalism," says Mr Lance Knobel, editorial director of *Haymarket Publishing*, a group whose 50 or so titles include *Campaign*, *Marketing*, *What Car* and *Management Today*.

For young recruits there is the pleasure of becoming an expert in a specialist field in a short period or the prospect for science or technology graduates to write about their areas of study.

Promotion also tends to be rapid within what are usually fairly small magazines. It would not be unusual, for example, for a talented business journalist to be editing a monthly magazine by the age of 30.

Pay seems also to have improved. A recent survey of pay scales by *Journalist's Week* showed few business press editors earning more

than £40,000, but with one third earning more than £20,000. More than 60 per cent of sub-editors and reporters earned between £10,000 and £16,000.

A journalist on an apparently obscure business publication, say in the defence equipment field, can suddenly become a little famous by finding his expertise in great demand on national television. Some also move on to national newspapers.

The most serious problem facing new entrants to business publishing at the moment is the recession which is hitting advertising revenue badly and lowering recruitment levels.

For the past two years *Haymarket* has run its own graduate training programme for 12 people a year.

With the very hard time the publishing industry is facing we are not running it this year, but I would hope we will be able to reinstitute it," Mr Knobel said.

Morgan Grampian, which publishes titles such as *Electronic Times*, *The Engineer*, *Building Design* and *Farming News*, has had a graduate training scheme for the past 15 years and takes 10 to 14 new graduates every year, many of them specialists in areas such as chemical engineering.

Apart from the formal aspects of training, Mr Robert Wood, publisher of four chemical engineering titles and chairman of the training committee at Morgan Grampian, believes "the only way to really learn is by doing it."

Reed Business Publishing, one of the largest business-to-business publishing companies with something like 110 titles is also not taking on many new journalists at the moment because of the economic climate.

Mr Jeremy Elyes, group personnel manager of Reed Business Publishing, says the company tends to take people who already have some experience.

The main route into Reed Business Publishing for new graduates is to join the telephone sales team and try to transfer later to the editorial side. The chief reporter of *Personnel Today*, for example,

Continued on next p

Credit Lyonnais says thank you to its friends in

Belgium,
Denmark,
Eire,
France,
Germany,
Greece,
Holland,
Italy,
Luxembourg,
Portugal,
Spain
and the United Kingdom

who entrust us with their many financial requirements.

And thank you also to our friends in Austria, Finland, Norway, Sweden and Switzerland.



CREDIT LYONNAIS UNITED KINGDOM

CREDIT LYONNAIS GROUP
THE POWER OF POSITIVE BANKING THROUGHOUT

Continued from previous page
periods, so think about how you will support yourself for the remaining three months. What notice period are the school and the teacher required to give each other?

Those in the TEFL business agree that the top-line employer is the state-run British Council, with 51 centres in 31 countries. Salaries are considerably higher than those paid by local employers, and the package includes finding accommodation, a baggage allowance, medical insurance and a return air-fare.

For those seeking a different kind of TEFL experience, there is the Volunteer Service Organisation. You will be hired only on local terms - which could mean \$80 a month and a hut without running water or electricity. However, you will get to visit some of the most exotic places in the world and have the experience of a lifetime.

Further information: EFL Gazette Guide 1990/91 (publ. EFL Gazette, 64 Ormly Road, Isle of Man, Price \$8.75); How To Teach Abroad: A Guide to Opportunity, by Roger Jones (publ. Northcote House, Plymouth); The British Council, CMTD Recruitment, 100 Spring Gardens London SW1A 2BN telephone 071-383 4931; Volunteer Service Organisation, Inquiries Unit, 317 Putney Bridge Road, London SW15 2FN.

Norma Cohen

LAW

If you're a round peg - find a round hole

TRAINER solicitors are all things to all people. To the large City firms they are academically highly qualified and ambitious; to smaller practices they are rounded, communicative and bright individuals. Attempts to fit yourself into a stereotype for job applications will not work: mutual compatibility is the answer.

"The most important thing to consider, apart from whether the firm covers the area of law in which you are interested, is whether you like the people you're going to work with," says Anne Marie Martin, senior careers adviser at the University of London. "Don't be blinded by attractive partnership prospects. You can always move on later."

Murdoch Morrison, manager of the Law Society's recruitment service, adds: "Be flexible about where you're prepared to train. It's no longer true that the best prospects are all in London."

The minimum rate for trainees in the provinces is £8,700 a year, lower than the London figures - £9,900 for inner and £9,600 for outer London - but it will go further. In today's competitive market, also, a majority of firms, particularly in the south-east, pay above the minimum.

At the top of the spectrum, giant City firm Clifford Chance pays its 120 trainees on a scale upwards from £15,600. The minimum requirement is a 2:1 degree.

"We look at both university and polytechnic students, although most of the successful applicants come from universities," says head of personnel, Alistair Dawson. Some 90 per cent of trainees stay on after qualification, in London or one of the 14 offices abroad. More than two thirds of the firm's newer partners are former Clifford Chance trainees.

A 2:1 law or non-law degree is also required by the 57-partner Penningtons. Other recommended factors are self-discipline, organisation and the ability to get on with people. "This means clients but also colleagues," says training officer, Jane Barham Carter.

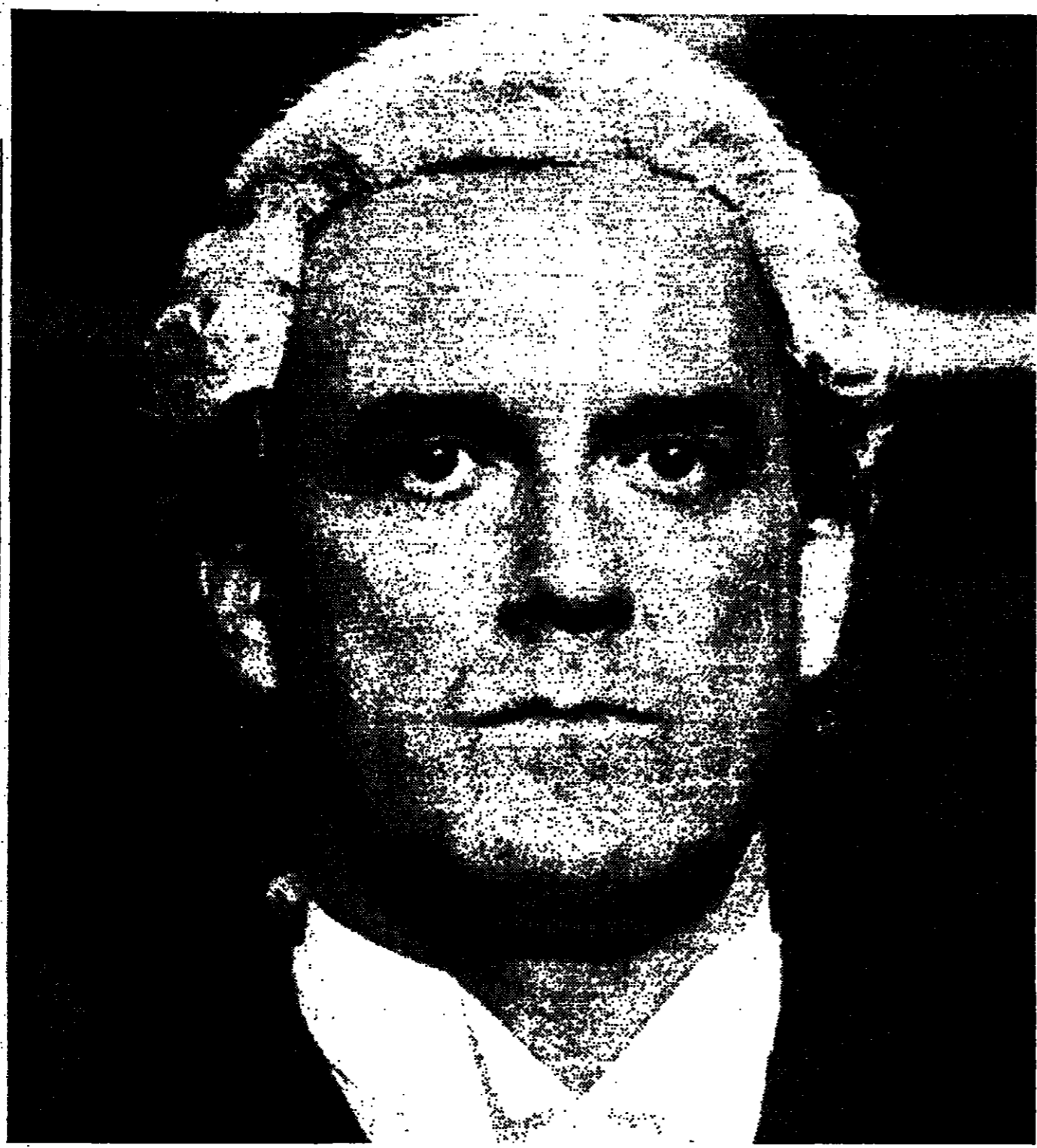
The firm takes on about 15 trainees each year, mostly in London, with one or two in each of the four provincial offices, which offer the chance for geographical change without a job interview, Mr Carter says.

The 11-partner firm of Leathes Prior is based in Norwich, with a second office in a small market town, providing good "workface" experience, according to partner Anthony Hansell.

The firm looks for trainees with maturity and a 2:1 university degree, not necessarily in law. "We've had a few unhappy experiences with poly graduates, but we would not exclude them," Mr Hansell says.

Half the assistant solicitors and partners were articled to the firm.

Buchanan and White, an



"We don't want brains on sticks, we want rounded people who can cope with the stresses of practice at the Bar"

Solicitor or barrister: the new legal divide

with a newer Scarborough office, will have five partners and three trainees by next year. Partner Sue Truett says that apart from requiring a "reasonable academic side," the firm is more interested in looking at candidates' other interests; whether they have travelled or taken time out to work in something completely different.

Chris Magrath runs an expanding two-partner central London practice. Good academic grades "don't necessarily make for the best practical lawyer," he says. Above all, he looks for "normality": an ability to fit in with the firm, to relate to clients and not be blinded by mystique.

Also important are a talent for hard work and a willingness to take responsibility, to learn fast and not to be "miffed every time an error is pointed out".

In the past, only the well-off could afford to train for the Bar. Good news for potential barristers was announced earlier in the summer, with the setting up of a fund to provide awards for able pupils in financially poor sets of chambers. More than £3m has been promised so far by practitioners to provide at least 400 funded pupils by next year. The General Council of the Bar has allocated £50,000 to the fund.

A large commercial set of chambers, 1 Brick Court, pays its four pupils £5,000 for each six-month period of pupillage. In common with many other chambers, 1 Brick Court has reduced the intake to allow pupils a reasonable chance of gaining the one tenancy offered each year.

Excellent academic results are not necessarily the most important factor in choosing pupils, says member of chambers Paul Walker. "It's more important that somebody can think clearly and present an argument cogently."

Alistair Norris of the Chancery set at 2 New Square agrees. "We don't want brains on sticks, we want rounded people who can cope with the stresses of practice at the Bar can bring."

Another growing practice is that of offering "mini-pupillages" for students and prospective barristers. Many chambers offer an assessed mini-pupillage for applicants, often with expenses paid, and a shorter visit for people exploring whether the Bar is for them.

Alistair Norris lists the universal features of a good barrister: a high level of literacy; intellectual integrity; eloquence; and an exceptional level of commitment.

A degree of objectivity is necessary, too. "A barrister must be prepared to argue whatever cause comes his way, whether he is personally in sympathy or not. The same degree of service must be given to every client."

In large and small firms throughout the country, there are as many types of employer as potential trainees. Consider first what motivates you; then select employers who offer scope for those ambitions. The match should be successful.

Sharon Wallach

take up the option to offer conveyancing services, solicitors face a further erosion of their source of income.

But solicitors are already beginning to look more and more towards the commercial world and opportunities offered in Europe. A reflection of this is the Law Society's move to open an office in Brussels in November.

None the less, "an element of crystal ball gazing" is involved in predicting life after the Courts and Legal Services legislation, according to Bar Council treasurer, Anthony Thornton QC. Shifts in the amount of work available to barristers will inevitably follow the breaking of their monopoly in the higher courts, to the advantage of solicitors.

On the other hand, the proposed arrangements for legal aid coupled with further reductions of pay rates may work in favour of barristers because of their low overheads.

Mr Thornton foresees an increased demand for barristers employed by companies. At present, barristers may appear only for their firm and not for clients. "My personal prediction is that over the years, that restriction will be removed," he says.

Change and uncertainty have done nothing to deter the 6 per cent or so of new solicitors and barristers who qualify each year. Anthony Thornton spoke for both branches of the profession when he predicted no falling off in numbers in years to come. The old traditions are another matter: "Fewer," he said, "will be in practice in the same type of work as the Rumpoles of today."

Further information: Roset (Register of Solicitors Employing Trainees), publ. Law Society; Roset Legal (Register of Graduate Employment and Training Legal), publ. CSU for the Association of Graduate Careers Advisory Services; Chambers, Pupillages and Awards, publ. General Council of the Bar; The Law Fair, organised by the University of London Careers Advisory Service, at the Business Design Centre, Islington, London N1, March 14 and 15, 1991. Exhibitors include private and public sector recruiting law and non-law graduates.

Sharon Wallach

State work: safe, and not so dull

GOVERNMENT employment is all too often dismissed by young lawyers as being safe but dull: something for the 21-year-old with an eye on a pension.

While it does offer job security, its reputation for dullness is undeserved. Work opportunities are varied and often involve matters of public policy. Lawyers may take part in consultation with public

since legislation is usually needed to implement state plans. Many handle issues almost as a matter of routine, which would be a novelty for other lawyers.

For example, government lawyers might work on the Hillsborough Stadium inquiry, poll-tax capping legislation, European Court proceedings questioning UK parliamentary supremacy or hearings under the European Human Rights

Convention on the detention of terrorists.

The Government Legal Service (GLS), which provides the lawyers for ministries and government departments and offices, employs about 1,000 lawyers. Most, though not all, work in London. The Crown Prosecution Service (CPS), which is responsible for prosecuting criminal cases on behalf of the state, employs about 2,000 lawyers in more than 100 offices throughout the country.

The CPS has traditionally suffered from poor morale, especially in London, but it has recently been reorganised, with a new salary and promotion structure and now consciously aims to attract and retain talented staff.

Parliamentary Counsel - the government's draftsmen and the Foreign and Commonwealth Office recruit lawyers separately.

GLS lawyers may have a predominantly advisory role - researching, writing reports, negotiating EC measures, or drafting subordinate legislation, for example. They also act for the government as for a client in litigation and in its role as contractor, employer and landowner. Much of this is handled by the Treasury Solicitor's Department, which employs about 175 lawyers.

The balance of women to men in the GLS and CPS is roughly equal. Civil service policy is to evaluate on merit alone, so a part-time lawyer is not cut out of promotion. Job-sharing is possible.

Some government offices - notably the CPS, the Treasury Solicitor's Office, Customs & Excise and the Inland Revenue - offer articles or the second six months of Bar pupillage to law graduates who show ability and commitment.

The pay for legal trainees is about £12,500 in the first year and £13,500 more in the second. Recruits fare relatively well when compared with private practice, but the pay later on will bring comfort rather than the real affluence attainable by some private lawyers.

An important additional benefit is a good pension scheme requiring no contribution from the employee.

In round figures, the minimum starting salary for a GLS legal officer is now about £19,000 in London, and £15,500 elsewhere. A lawyer in civil service Grade 7 will earn at least £26,700 in London (£21,900 elsewhere), but may earn as much as £37,000 (£31,000) with performance related pay. At Grade 5, the maximum is about £50,000 (£43,000), and the top salary (Grade 2) is about £84,000.

The CPS offers a higher minimum starting salary (£20,000 in Inner London, £16,500 elsewhere), mainly because the crown prosecutor still in training is certain to spend longer at the lowest level than a GLS lawyer. In higher grades, the salaries are pretty much the same.

Other areas of public service worth considering are local government and the magistrates' courts. Local government can involve challenging legal work in intricately regulated areas such as child welfare and mental health, as well as more conventional lawyering.

Further information: Government Legal Service: Martin Briggs, Lawyers' Management Unit, Queen Anne's Chambers, 28 Broadway, London SW1H 9JS, telephone 071-210 3387; Crown Prosecution Service: Barry Hancock, Recruitment Team, CPS, 4-12 Queen Anne's Gate, London SW1H 9AZ, telephone 071-278 8172; Foreign and Commonwealth Office: Recruitment Section, Personnel Policy Department, Central Buildings, 4 Matthew Parker Street, London SW1H 9NL; Parliamentary Counsel: First Parliamentary Counsel, 36 Whitehall, London SW1A 2AY, telephone 071-210 6600; Local authorities: (general information) Careers Office, Law Society, 113 Chancery Lane, London WC2A 1PL, telephone 071-242 1222; Magistrates' courts (Greater London and Home Counties) David Simpson, Clerk to the Justices, Court House, Harefield Road, Uxbridge UB8 1PQ, telephone 0895-30771; (rest of England and Wales): Mrs Helen Whittaker, Association of Magistrates Courts, PO Box 1, Town Hall, Leicester LE1 9BE, telephone 0533-62 7822;

Celia Hampton

Commercial jobs for corporate animals

WORKING "in-house" for a commercial enterprise is an attractive option for the law graduate with an interest in business. The special value to a company of employing a lawyer, rather than calling in a law firm, is the deeper understanding of the business the lawyer will develop.

The work load varies with the company, and even within a small company is likely to be a good generalist, while the member of a 30-strong legal department may have scope to become as specialised as any lawyer in private practice.

The work has two aspects: the company's business relations with the outside world, and its own house-keeping, such as property management, and employment, for which the legal work is relatively conventional.

For the company's external relations, a corporate lawyer needs a constructive approach (the company wants to achieve its business goals within the law and to its best advantage - it is not simply waiting to be told its goals are impossible); a good general grasp of business law (the advice even of a specialist lawyer in a company has always to be placed in context); and a measure of self-confidence (the corporate lawyer may be asked for an on-the-spot legal opinion, say, in the middle of delicate commercial negotiations - without time for research).

The particular function filled by a corporate lawyer depends on the business, but in spite of the fact of being employed by the "client", the corporate lawyer acts with professional independence. A solicitor employee will often get an annual practising certificate from the Law Society. UK law allows the company to claim legal professional privilege for its own lawyer's advice.

Continued on next page

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For more information and an application form, please write to Marek Wilkojc, Recruitment Manager, Standard Life Assurance Company, 3 George Street, Edinburgh EH2 2XZ, or alternatively contact your careers office.

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We don't follow standards. We set them.

Continued from previous page
although European
Community law takes the
opposite view.

There are still many
corporate lawyers being
recruited in the UK, but some
big companies are cutting
back. The cost of employing
a lawyer is considerable, since
it has to cover an office,
support services, reference
material, a pension and other
benefits as well as salary -
items which are included in
an outside lawyer's net bill.
A rough calculation suggests
the cost of employing one
middle-ranking staff lawyer
would buy some 350-450 hours
of outside advice a year. On
the other hand, the employee
would put in about 1,200
hours and might cost no
more than one
medium-sized firm in the
High Court. There is, however,
a trend among big US
companies to use outside
lawyers.

Because they can represent
the company as well as handle
legal affairs, corporate lawyers
working for the company's
external capacity may have
to travel more than the typical
private practitioner. In
multinationals, overseas
postings are fairly common.

An aptitude for management
is desirable in a corporate
culture, and many companies
put their lawyers through a
form of management training.
There may well be
opportunities for a lawyer to
go into management or
business streams, possibly
away from the law - an option
that is rarely available in
private practice.

Sir Denys Henderson,
chairman of ICI, and Sir David
Steel, a former chairman of
British Petroleum, worked
their way to the top by using
their legal skills.

Companies with a
broadly-based legal department
may offer articles, and those
interested should check with
the Law Society. An employed
barrister has the professional
rights of a solicitor.

Salaries vary widely.
Applicants can usually reckon
on extra value in the form of
non-money benefits such as
a pension, car, or share
options.

Further information:
Companies Law Society,
Careers Office, Law Society,
113 Chancery Lane, London

WC2A 1PL, telephone 071-242
1222; BACFI (Bar Association
for Commerce, Finance and
Industry); (Secretary) Norman
Wimpey, 2 Plowden Buildings,
Temple, London EC4,
telephone 071-553 4937;
Recruitment advertising
appears weekly in the Law
Society's Gazette and each
Tuesday in The Times.

Celia Hampton

Faced with a glittering array of possibilities

CHOOSING a firm for your
articles is rather like picking
the university or college where
you took your degree: it's
important, time-consuming
and you do not know until too
late whether you have it
wrong.

The prospective article
clerk is faced with a glittering
array of possibilities - in
private practice, with local
government, a magistrate's
court or in industry - and
since the choice must usually
be made long before articles
begin, it can seem daunting.

Probably the best place to
start looking is The Register
of Solicitors Employing
Trainees (Roset) - published
annually by The Law Society.
Roset lists more than 3,000
employers and the type of
work they do. If you are
interested in working in a
particular field of law, this is
important, since the type of
apprenticeship you receive will
vary enormously in, for
example, a legal aid firm and
in a multinational company.

There are similar disparities
in financial rewards. Although
The Law Society now
stipulates a minimum salary
of about £8,500 for clerks, few
City firms are offering less
than £15,000, with Goudens
topping the league at £18,500.

Perhaps even more
important is the sponsorship
offered. Training to be a
solicitor is expensive - the
fees alone at The College of
Law this year are £2,450. As
fewer local authorities award
grants, firms are increasingly
offering sponsorships, whether

maintenance grants of up to
£5,000 a year, payment of fees
or low interest loans.

If you have already decided
on private practice - as the
vast majority of graduates do
- there are numerous glossy
brochures to consult. Most
consist of pictures of a happy
article clerk in an obviously
new suit while the text extols
the virtues of corporate life.

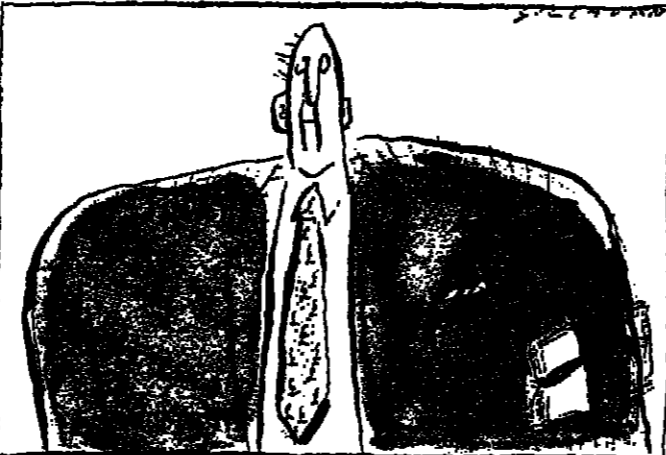
Some, however, do give a
sense of the culture of the firm
- you may warm to the firm
which includes a map with
all the nearby wine bars.

Important factors to consider
are the size and location of
the firm. In recent years, legal
life in the provinces has
changed significantly and
regional firms are increasingly
collaborating to provide the
training to attract recruits.
The MS group, for example,

companionship of up to a 100
other clerks suffering articles
with you.

The great advantage of the
large practices is that they can
devote considerable resources
to in-house training, and most
provide a structured
programme of seminars and
courses along with the
corporate squash team and
annual ball. All have library
and information services.

If you are keen on doing a
stint abroad, some firms -
notably Frere Cholmeley and
Freshfields - will organise
this. On the downside,
although firms tend to
proclaim the important part
that you, the humble clerk,
will play in City-shaking deals,
in practice it may be difficult
to acquire much responsibility
as you move from department
to department.



includes firms in Cambridge,
Norwich and Bristol.

A great bonus of this type
of practice is the breadth of
work available, including
family and criminal cases. In
a small establishment you are
far more likely to have early
responsibility.

There are also specialist
practices, concentrating on
trade union law or legal aid
work - but remember these
are unlikely to offer
sponsorships and there is
always a danger you will not
be asked to stay after articles
because the firm cannot afford
a new assistant solicitor.

If you feel you are a
corporate animal, choose a
City firm. City firms are big
- the top 100 take more than
a third of all graduates sitting
the finals examination and
you are likely to have the

It is worth remembering that
nearly all City firms run
vacation schemes which
provide an excellent - and
often well paid - taster of life
in the office. Competition for
such schemes is, however,
fierce, so investigate them
early in your second year.

Having decided on the types
of practice, get your six to
eight applications in fast. The
much publicised crisis in
article clerk recruitment is
over, and the feeling is that
this year there will be a
surplus of graduates seeking
articles. The Law Society Code
of Practice stipulates that no
interviews may take place
before September 1 in the final
year of degree studies - but
that means getting your
applications sorted out before
you start your third year.

Smaller firms and those in

provinces do, however, recruit
later in the season.

Then come the interviews.
Few recruitment partners have
been trained for the job, and
interviews tend to be relaxed
and informal, often half an
hour with two partners.

Gradually, however,
recruitment is becoming more
professional. Last year
Linklaters & Paines greeted
interviewees with a
personalised computerised
half-day schedule involving
three separate interviews,
chocolate biscuits and a
complicated form which the
interviewers seemed to have
enormous difficulty filling in.
They also tick boxes as they
talk to you at Macdonalds,
and operate a system of second
interviews. Stephenson
Harwood provided its own
form of torture last year: a
lunch with other interviewees
and partners involving a
rather unappetising fish pie.

Questions tend to be
standard: Why law? Why this
firm? Be warned, however, that
some firms make a point of
including a law-type question,
such as the role of the law in
combating AIDS.

Each year there seems to
be the trick question which
flies round the circuit -
consult your friends. Last year,
candidates were asked to
explain a credit card to a
four-year-old - complete with
role play from the interviewer/
child. Interviews are often
rounded off by a tour of the
offices with a contented
article clerk. This can be
useful but it depends on the
honesty of your guide.

Of course, sadly, before you
too can become a real clerk,
there is the last great hurdle
to leap - the Law Society
finals course. The system is
changing, and it is likely that
by 1993 budding lawyers will
be spared the ordeal, but for
now the rule of terror
continues. Few who have
experienced this can think of
a single positive thing to say.
It is aggressively practical yet
also, in the words of one law
lecturer teaching it, like
"taking 20 O-levels in nine
months". But it is worth
working hard - as the
recession hits, it seems certain
firms will not look kindly on
article clerks who repeatedly
fail the course.

Sarah King

Stop, start, alter course, accelerate or cruise

THE BEAUTY of the legal
profession for women (and for
men) is that it is so
accommodating. There is
something in it for everyone,
and you can enter it - or
return to it - at any age.

If you do not like one
activity you can move over
to another. If your life needs
a little lulling there is peace
to be found in paperwork; if
you want to push and shove
you will be in good company;
if you want to use your brain
there is plenty of scope; if you
want just to talk, you can.

For a woman contemplating
a career and a family, the law
is ideal because you can start
fast, go slow, stop, start again,
change direction, pick up
speed, and then go on till you
are a ripe old age - in your
50s as a law reporter, in your
70s as a judge.

A legal qualification does
not lead only to a life on your
feet in court or sitting in an
office looking at files. It can
lead to industry, lecturing,
publishing, journalism, the
civil service. One can be a
magistrate's clerk; or those
who choose the conventional
route of court appearance or
the solicitor's office can look
forward to a proper career
structure culminating in the
bench or partnership.

Barbara Calvert, who set
up her own chambers in 1974,
took silk in 1975, became a
recorder in 1974, started sitting
as a deputy High Court judge
in 1978 as well as in the County
Court and the Crown Court,
and who is now a full-time
chairman of industrial
tribunals, did not start her
legal career until she was 35.

She says: "Whether you're
a man or a woman, if you're
going to be successful you need
a certain amount of luck and
a lot of very hard work, and
it's more difficult when you've
got children because you have
to pedal slowly for a few
years".

But pedal slowly you can.
"I would not have missed my
10 years at home for anything,"

says Barbara, "although at
times I thought if I saw
another duck in St James's
Park I'd go barmy".

Leah Harris pedalled slowly
until her three children were
in their teens. Then, at the age
of 44, she switched over from
the bar to become a solicitor.
She now has her own firm,
run from her home in north
London, and handles family
law, conveyancing, probate,
personal injuries, and general
litigation.

How does she enjoy it? "It's
lovely," she says. "It's a super
career. It's interesting,
fascinating, fulfilling - you're
in constant touch with people.
You're actually performing
a service - sometimes. Women
are totally accepted. I'm my
own boss, responsible to
no-one except my clients".

Ingrid Dow, editor of Atkins
Court Forms, has not stopped
work, except for maternity
leave, since she started with
Butterworths in 1973. She
qualified as a barrister at 22,
practised in Trinidad for six
months, did advisory civil
litigation work for another six
months, and then came back
to the UK and has been in legal
publishing ever since.

Her first child was born in
1981, on the way to work.
Living two doors from the
office, she popped home every
lunchtime for six months to
breast-feed the baby. The same
comfortable arrangement was
made when the second child
was born in 1985.

After 18 years in publishing,
Ingrid has no regrets. "It keeps
one in close contact with the
profession. Unlike the bar, you
know where you're working
each week and how long for,
and you know your pay will



Anne Ruff: don't drop out if
you're planning a family

come in at the end of the
month. It's well paid and the
holidays are good."

She would recommend it
to any legally qualified woman
contemplating a family. "It's
a job where you don't need
to neglect your family or your
work," she says. "It's a
harmonious relationship." The
facts that she lives next door
to the office, and has had the
same daily nanny since the
children were born, have, of
course, helped. And, she says,
"I could not have had a more
considerate company to work
for."

Anne Ruff is an academic.
She took her masters degree
in law in 1974, then did
teacher's training, and has
lectured at Middlesex
Polytechnic since 1976. Her
first child was born in 1979
and two more followed. She
was called to the bar in 1988
but continues to lecture.

The advantage of teaching
for mothers, she says, is the
flexibility of the working week
and the holidays. Also more
and more institutions are
employing women (and
sometimes men) on
"fractional" appointments.
Until she had her third child
Anne worked full-time. Then
the polytechnic agreed a
"temporary variation" of her
contract, permitting her to
work half-time on half pay for
four years, after which she
goes back on full-time.

The advantage of a
fractional appointment is that
one gets the agreed fraction
of all increments, holidays and
sick pay, whereas part-time
teaching is paid only on an
hourly basis. There is no loss
of security. One remains part
of the established staff.

Anne, though a half-timer,
is course leader for the
Common Professional Exams
for non-law graduates starting
in September, and when she
goes back full-time there will
have been no break in her
career development.

Her advice to any woman
lawyer who contemplates a
family would be to keep the
job going in some form or
another, either by part-time
or half-time work. "Don't drop
out altogether. You get back
in, but it's harder."

The current intake
into the profession is
healthy. In 1989 60.2 per cent
of qualifying solicitors were
Continued on next page

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

هنا هو القيد

Continued from previous page
women, and 38 per cent of people called to the Bar were women.

At the top of the career structure, however, proportions remain disappointing.

Out of a total of 126 circuit judges appointed between 1988 and 1990, only 5 are women. There is only one female High Court judge. Her appointment is in the Family Division and simply does not reflect the high proportion of highly competent and experienced women with years of practice in family law. A second female appointment in the Family Division has just been approved. There is only one female judge in the Court of Appeal, and none at all in the House of Lords.

As far as solicitors are concerned also, the proportion of women partners is small.

There are 52,399 practising solicitors - 41,396 men and 11,003 women. Over the 10 years from July 1979 to July 1989 a total of 17,293 solicitors were admitted, comprised of 12,159 men (70.31 per cent), 4,881 women (28.63 per cent) and, according to the Law Society, 253 (1.46 per cent) of unknown sex. Out of that total 6,690 men (38.63 per cent) and 1,697 women (9.81 per cent) are now partners - and there are 45 partners (26 per cent) of unknown sex.

Women should not be daunted. In 10 or 15 years' time the present healthy intake will have dug itself in to produce equally healthy figures at the top. Men get more and more used to women as time goes by.

Rachel Davies
LOCAL AUTHORITIES

Flexible advantage on home ground

LOCAL government is still frequently viewed as a bureaucratic backwater where pay and working conditions fall far behind those in the private sector, and where the compensations are hard to spot.

But with demographic changes affecting employment patterns, and ever fiercer competition from the private sector, this image must change if local authorities are to have any hope of attracting the calibre of graduates the importance and range of their work demands.

Late in the day it may be, but the problems of recruitment and retention are now being addressed coherently by local government leaders, and a concerted attempt is being made to "sell" the range of advantages a career in local administration can have.

"Anyone wanting a career in a dreary backwater should not choose local government," says Mr Alf Sorrell, personnel officer for Brentwood District Council in Essex. "It is now a more challenging job than it used to be, and there are broad and rewarding career choices."

The image difficulties are largely the result of increasing politicisation of local government, characterised by the bitter conflict between the government and high-spending Labour-run councils.

It has been an uncomfortable, unsettling decade, and with more plans for reform under review by

It has been an uncomfortable decade for local government with more reforms planned

Conservative and Labour party strategists, there are few signs that a period of consolidation and stability is in prospect.

On a practical level, undergraduates seeking a career in local government have been faced with a bewildering array of choices and a lack of advice. With several hundred potential employers, there have been as many employment policies.

A fundamental problem is that, unlike the civil service, there is no clear career structure. Separate careers in education, social services, legal and technical services, or general administration have been the norm.

Two moves have been launched to help solve the twin problems of a poor image and growing skill shortages. First, a group of metropolitan authorities - those running the bigger cities - banded together 18 months ago to form the Metropolitan Recruitment Agency (Metra).

Second, the Local Government Management Board is to start operating next April when the merging of the Local Government Training Board and the employers' body LACSAB (Local Authorities' Conditions of Service Advisory Board) is completed.

Metra's objectives are to show undergraduates and other potential employees there is a worthwhile career in local government; to help councils with specific recruitment needs by setting up a skills data base; to mount recruitment campaigns in target areas such as undergraduates, women or older workers; and to promote the best recruitment practices.

The first challenge has been to attract graduates of the right calibre, so Metra now holds recruitment fairs and

goes on the milk round to universities and colleges.

Mr Carl Gilleard, director of Metra, says: "It was a very pleasant surprise. It told me that despite that last 10 years of change and the conflict between central and local government, and the negative image, there is still a strong commitment to serve the community."

A sponsorship package aimed at final-year students has been devised to attract much-needed specialist skills as well as arts graduates seeking more general management training. The package consists of £1,500 in cash, eight weeks' paid work in the last summer vacation before finals, and a guaranteed job on graduation.

The sponsorship scheme has won the support of county and district councils as well as 31 of the metropolitan authorities that originally set up Metra. Around 50 sponsorships are on offer this year and possibly 100 next year.

Like Metra, one of the Local Government Management Board's main tasks will be to improve the image of local government as an employer, although Mr Michael Clarke, the board's first chief executive, stresses it will still be up to individual local authorities to show they are good employers.

The Board will seek to take a national lead for local government across the field of recruitment and retention of staff and will work closely with the three associations representing metropolitan, county and district authorities.

Salary scales have undoubtedly been a problem, with the widespread perception that public sector remuneration has lagged far behind private industry.

There has recently been more flexibility, however, as 50 local authorities have pulled out of national pay bargaining and are now able to set their own salary levels.

There is no set pattern to salaries as in the civil service, but a young graduate, possibly working for a further professional qualification, can expect to start on £9,000 to £11,000 a year depending on the local authority.

In certain specialist areas such as the law and information technology, the starting salary in the London area could be £12,000 or more. At the top of the tree, the chief executive of a large local authority earns more than £70,000 and runs the equivalent of a big company.

To compete with the private sector, many local authorities are offering senior staff leased cars and help with mortgages and rail fares.

One advantage not sufficiently considered is the tremendous flexibility local government employment brings, particularly for those opting for a career break to bring up a family, or for those wanting to work in a particular part of the country.

Further information: Metropolitan Recruitment Agency, PO Box 1540, Homer Road, Solihull, West Midlands, B91 3PQ; Local Government Training Board, Arndale House, Arndale Centre, Luton, LU1 2TS; Association of County Councils, Eaton House, 66a Eaton Square, London, SW1W 9BB; Association of District Councils, 26 Chapter Street, London SW1P 3ND; Association of Metropolitan Authorities, 35 Great Smith Street, London SW1P 3BZ.

Richard Evans

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MANAGEMENT
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MOTORING

MANAGEMENT CONSULTANCY

Beware tales of speed and glamour

"I WORK about 10 hours a day at the moment - we're going through a quiet spell," says Carolyn Forrester.

Ms Forrester joined Andersen Consulting, an international consultancy best known for its work in information technology, two years ago after graduating from Exeter University with an English degree. In September she will be made a consultant.

Mark Oakes, a colleague, joined Andersen just a year ago, after graduating from Cambridge University with a degree in chemistry, and is still an associate consultant. He is working about 14 hours a day. They are part of a team which is putting together a computer system, due to become operational in October, for Associated Newspapers.

Management consultancy has recently been one of the most attractive careers for graduates. A certain cachet attends to consultancy; it is a career shrouded in glamour, stories of high pay, foreign travel and fast lifestyle.

Ms Forrester and Mr Oakes agree that the image of consultancy is different from its practice. They emphasise the hard work and demanding nature of the job as well as the fun and the challenge.

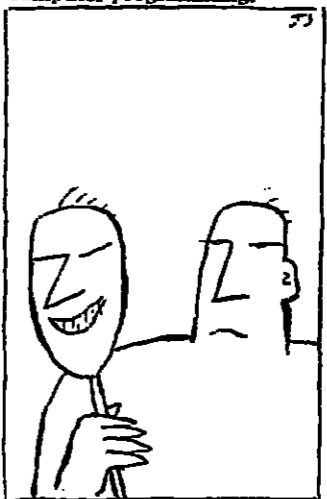
Andersen puts a lot of effort into training. Recruits spend the first six weeks learning foundation skills in computing, and then applying them by doing a case study at Andersen's training centre at St Charles, Illinois. Over the first four years, recruits do courses on business practices, system installation and design, and client services.

Ernst and Young takes a different approach. It hires about a dozen graduates, for a fixed term of two years. Called research assistants,

they are assigned research tasks as well as doing some client work across a broad range of the firm's activities.

John Crawshaw, director of support services at Ernst and Young, says the firm views the research assistant job as an extension of a graduate's education "on the basis that many graduates do not know what they want to do". After two years, the graduates are placed with clients or go on to study for a masters degree in business administration, sponsored by the company.

Many of the large consultancies emphasise information technology. Price Waterhouse, which hired 130 graduates last year and plans to recruit 150 this year, puts them all through 18 months of IT training, involving computer programming.



systems analysis and design. The firm, which recruits from a broad range of universities and polytechnics, plans to promote its recruits to consultant level after five years.

PA Consulting also sends many of its recruits down the IT track. Last year 30 graduates were recruited, and this year it plans to take on 20 in the face of a slower economy. Three quarters of these will be channelled into its IT practice; the rest into strategy consultancy.

"We believe we can offer long-term career prospects, but a sizeable proportion of our graduates do leave us," says Dick White, PA's man in charge of recruitment. "But we do not take the view that graduates are low-cost fee earners."

According to Mr White, the main factor that makes for high turnover among graduates is that they do not get line managerial experience. "To many they see this as a major gap in their CV and that's the reason why they leave; they want to fill a gap."

An entirely different kind of consultancy is the Boston Consulting Group, which practises strategy consulting - high level advice about where to go and how.

BCG takes eight to 10 graduates a year from the 150 it interviews. It looks for academic high achievers who have participated fully in student life.

It likes to keep its graduates. Typically a BCG graduate will spend two years with the firm then be placed with a client in industry for a year and, if all goes well, be sponsored for an MBA.

Management consultants pay well because they want the best graduates. First year graduates can earn anywhere from £15,500 to £19,000, depending on whether they join a general consultancy or a strategist. Future rewards are even better.

Many graduates find that the reality is more mundane than the promised glamour. Graduates are sometimes used as cheap number crunchers who are pushed out after a few years. The experience can be embittering.

The principle of caveat emptor applies as much to the appraisal of products as it does to employers. There is, therefore, no substitute for finding out from employers what they expect. Before accepting an offer it is worth talking to those for whom one will work and assess the working conditions.

Further information: Institute of Management Consultants, 32 Batten Gdns, EC1 (Tel 071-242 21409). IMC will provide general information on management consulting but not careers advice; Management Consultants Association, 11 West Halkin St, SW1 (Tel 071-235 3897). Represents most of the big consultancies but not the strategists. Its membership list may prove helpful but the MCA does not offer career advice.

Simon Holberton

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For a copy of our Graduate Recruitment Brochure and an application form write to Richard Capper, Management Development Officer, B&Q plc, Portsmouth House, 1 Hampshire Corporate Park, Chandlers Ford, Eastleigh, Hampshire SO5 3YX.



An Equal Opportunities Employer

Continued from previous page
manager of Automotive Products, the brakes, clutches and other motor parts subsidiary of the BBA group. AP's graduate intake is mainly in engineering, plus a sprinkling of computer sciences graduates. Like most such companies, AP's graduate training is grounded in a two-year basic training programme, part of which invariably includes secondment to overseas operations.

The two-year programme is needed, says Bill Clarkson, because the variety of jobs is so great, and it is important for the graduate intake to identify preferred career paths.

In recruiting graduates, apart from formal qualifications AP looks for an enthusiastic interest in cars and clear signs of what Clarkson describes as "self-motivation".

The components industry would also like to see more women graduates in the field. They blame the uniquely British "oil rag" image of engineering as the main deterrent. It continues to make recruitment difficult, particularly given that the components industry is expanding at the same time as the absolute number of new graduates is shrinking. Indeed, the shortage is such that some

You'll have to fight public prejudices

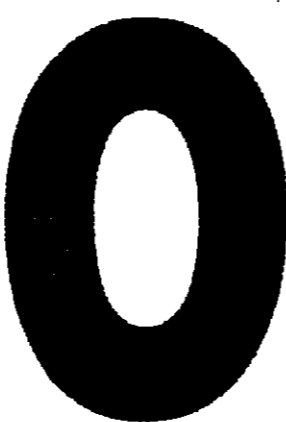
THE motor trade - comprising those who distribute, sell, service and repair motor vehicles - is one of the few sectors held in lower public esteem even than estate agents.

It tends to generate a series of clichéd images, but the modern motor trade, or at least a substantial and growing part of it, is simply not full of fat-cat dealers and far-fetched rip-off artists. The number of operations which still loosely fit these images is dwindling and doomed. There will be no room for them in the competitive and professional climate of the 1990s, particularly after 1992. Increasingly, the motor trade is being conducted by large public groups, answerable to shareholders and subject to the rules of the Stock Exchange. They are of growing interest to graduates because they have well developed management structures in which career advancement is more linked to graduates

help rid the motor trade of its 'Arthur Daley' image, is recruiting what it describes as record numbers of graduates become managers.

The numbers are still not large - 15 to 20 a year for Lex Retail, its dealerships arm. But Lex is only one among dozens of dealer groups seeking to attract graduate talent and this new, professional motor trade is capable of mopping up several hundred graduates per year. Nor, among the larger public groups at least, is the downturn in new car sales prompting any significant cut-back in graduate recruitment. Such recruitment programmes are seen as an investment in the long-term future of the sector, and largely aloof from the notoriously cyclical nature of the sector's new car sales. Indeed, it is a measure of the multi-faceted nature of the retail motor trade that, for well-managed groups, probably only a fifth of profits come from new car sales, with the remainder provided by service and repair business, sophisticated financing packages, used car sales and other "add-ons".

Surprisingly, given the spuriously macho image still clinging to the trade, women comprised one-third of Lex's graduate intake last year. All graduates are put



OIL COMPANIES

If you think big this is for you

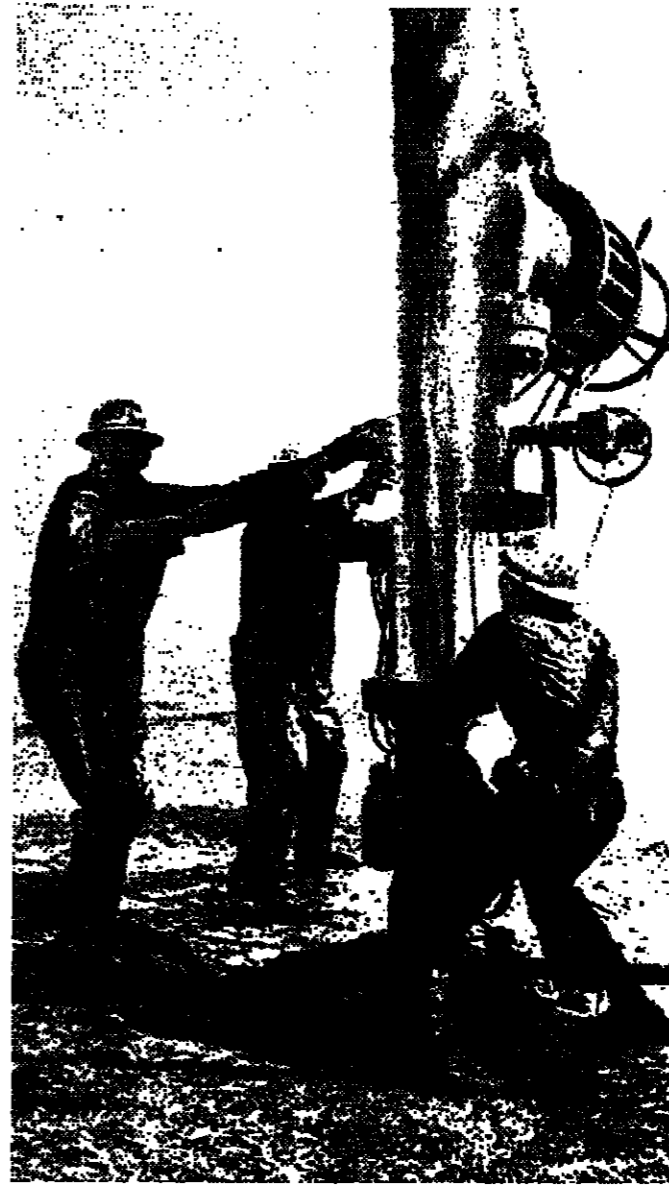
ANY graduate interested in working for a large company would not go seriously wrong starting out in Big Oil. The big oil companies that recruit on campus - BP, Shell, Esso, Mobil - are mini-universities. They take geologists, petroleum engineers, chemists and others from science disciplines. They also need computer specialists, and increasingly take arts graduates. They need marketers, economists, traders and personnel managers and recruit from a wide range of universities.

Oil companies rank among the biggest in the world, but they are not dinosaurs. The oil industry has been cut-throat through the years, and the survivors have made it by attracting good people and looking after them.

Because of the wide geographic spread of the companies and the broad range of activities - from exploring for oil in West Africa or off the coast of Vietnam to accounting or marketing jobs closer to home - a career in Big Oil offers an enviable range of opportunities. There is little danger of getting stuck in a dead end.

The collapse of oil prices in the late 1980s has left an impression that oil is a sunset industry. In another generation or two this may be true, but oil remains the world's biggest energy source, and while the industry will continue to change it will not fade away just yet. Oil companies have the technology, the capital and human resources to assure they will be at the centre of the energy industry for years to come. The technical challenge of assuring that is certain to grow more interesting over the years.

The industry has had bad publicity over its environmental record, but the



You may strike it lucky if you join a big 'un

oil companies are devoting enormous resources to being more environmentally friendly, and are often succeeding.

The oil companies pay and generally treat their employees well. A starting engineer may be offered a salary not far below £15,000 a year, although arts graduates should expect somewhat less than this. Salaries can rise fairly rapidly. Expect to earn between £20,000 and £25,000 in five years, and an average in the low 30s after ten. Talented people get fast promotions, lots of responsibility and bigger salaries. Oil companies like to throw people into "real" jobs quickly, but they offer

plenty of scope for training. Shell is probably the premier company for most British graduates, although certainly not everyone. The company has been very successful at making employees feel comfortable, getting them to work together, and letting them develop their talents. This is achieved by a process of encouraging people and making them feel part of the larger group.

If Shell is the company for the team player, BP is better for the individualist. BP employees often seem to be jostling against each other and their competitors as well. Many BP employees would

have it no other way and believe this is a strength of the company. The company is going through many changes under a new chairman, who is trying to address complaints that BP is riddled with bureaucracy. Improved systems for personnel management and career development are being introduced and they promise to make BP a better place to work, although a recruit will have to take it on faith that the system is improving.

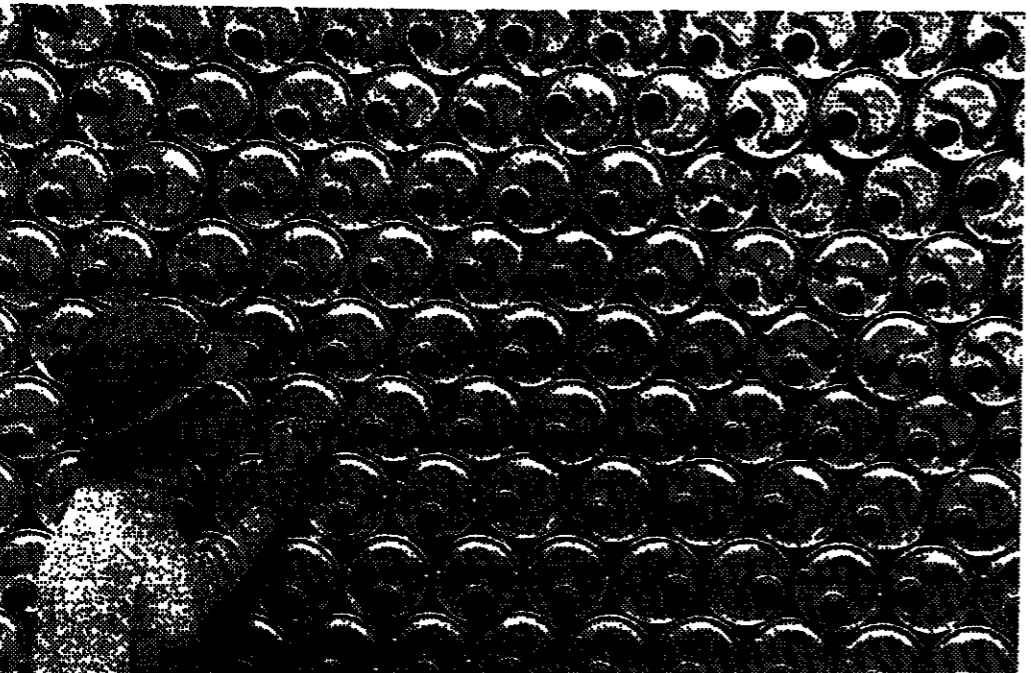
Both BP and Shell have their headquarters in London (although half of Shell's head office is in the Hague), and both companies offer scope for employment around the globe, with attractive expatriate terms. They also offer the possibility of climbing the corporate ladder to the top of two of the biggest and most powerful companies in the world.

Esso, the third biggest recruiter, is by contrast a subsidiary of the US oil company Exxon. While Esso is trying to create more international opportunities for its UK employees, employment at Esso is more likely to resemble working for a big UK-based company. Although Esso has large investments in the North Sea, these are managed by Shell, and Esso may be slightly less attractive to anyone wanting to get his or her fingers oily looking for the stuff or producing it. Esso likes to think of itself as the most informal and easy going of the biggest three. It hires many women - 40 per cent last year.

These are the biggest recruiters, but for good hands-on experience in the oil industry, also look carefully at companies like Mobil, Chevron or Conoco.

A big oil company offers a wealth of career opportunities internally. But for anyone who gets in only to find that big company life does not suit them, working at Big Oil is a good passport to employment elsewhere. Hundreds of small companies in the oil industry are on the lookout to hire people with experience. Further information: UK Offshore Operators Association, telephone 071-589 5255.

Steven Butler



There is an inexhaustible supply of jobs for bright graduates in the motor trade

of the larger UK groups are planning to recruit from continental universities. Inevitably, the financial inducements are rising, as competition for graduates increases - although the sector has yet to join the top ranks of payers. Most offer about £11,000 on joining the company, with a typical salary of around £18,000 for an engineer aged 24.

Thereafter, salary levels are determined wholly by the individual's progress - not necessarily in an engineering speciality. All the major components groups say there is plenty of scope for engineers to make the jump into general management.

There is plenty of proof of this. The chief executive of BBA, for example, started his career with the company as a graduate recruit. Further information: Society of Motor Manufacturers and Traders, Forbes House, Halkin Street, London SW1X 7DS; Institution of Mechanical Engineers, 1 Birdcage Walk, Westminster, London SW1H 9JH; Institute of the Motor Industry, Fanshawe, Brickendon, Hertford SG13 8PG.

John Griffiths

developing formal business skills than to old-style managers.

Indeed, during rapid expansion of the public groups which took place through the second half of the 1980s, many group chairmen and chief executives have deliberately sought their accountants, administrators, marketing chiefs and other executives from outside the motor trade. As Mr Nick Lancaster, head of the Lancaster group, which has several dozen car and truck franchises, stresses: "You can always make a good manager into a motor trader; but you can't necessarily turn an old-style motor trader into a good manager."

Mr Lancaster, like the heads of other large dealer groups, is conscious of the slow rate at which the trade's poor image is changing. So, too, is Lex Service, among the largest vehicle retailing and distribution groups in the UK. It has more than 60 dealers selling various makes of car and truck, has the Volvo import concession for the UK, and is also engaged in providing industrial services and computer systems, as well as manufacturing electronic components. Lex, in a self-proclaimed attempt "to

through a two-year management training programme, during which they gain working experience of the various departments in a modern car dealership en route to the most common goal of becoming a dealership general manager.

Lex uses sophisticated selection techniques such as psychometric testing. Most candidates, according to Lex Retail Group's managing director, Mr David Beck, come direct from universities, but a small number is recruited from other careers.

Graduates are provided with a two-year "personal development plan" combining on-site training at a dealership and theoretical instruction at Lex's group training centre in Banbury. After periods in sales, service, finance, parts and administration, trainees are assigned to a semi-permanent post en route to a supervisory level.

At entry level, the motor trade is neither among the worst nor best in terms of pay - typically between £11,000 and £12,000. On successful completion of training, the individual choice made in terms of next steps - whether as a sales manager in a smaller dealership or as part of an accounting team at a large one - makes it difficult to be specific about pay levels. However, a service manager in his mid-20s in a smallish outlet is likely to earn around £25,000; the general sales manager of a larger outlet £35,000 or above. In terms of potential earnings, one of the attractions of the motor business is that something resembling the sky is the limit. For real high fliers, six-figure salaries are achievable and most senior managers earn on a band between £30,000 and £55,000. That excludes the perks, of course - a car as a matter of course and private health care.

Other attractions of the sector include relatively free mobility - good managers are in short supply, which will grow shorter as the supply of graduates diminishes and the large, professional groups expand their grip on the trade.

Since dealerships operate throughout the country, it is easy to get a small-town posting with the benefits of that way of life. And as Europe integrates and more pan-European dealerships are set up, so the chances for postings abroad will increase. The Inchcape group, for one, is already acquiring Continental dealers through its Mann Egerton subsidiary.

The main drawback, likely to remain for some time, is that slightly old-fashioned look which can come in response to your announcement that you're in "the motor trade..."

FINANCIAL TIMES CONFERENCE CALENDAR AUTUMN/WINTER 1990

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PUBLIC RELATIONS

Every industry needs a little PR

NOTHING infuriates people in public relations more than the cliché of their industry being a refuge for the red-nosed backs and chinless wonders who are too burnt-out to cut it on Fleet Street or in the City any more.

This cliché, however, like so many others, is not entirely devoid of truth. There are still burnt-out journalists mistyping press releases in tiny offices along the back streets of the West End and the City. But there is another side to public relations much more appealing to ambitious undergraduates - big consultancies with networks of international offices.

These consultancies - Shandwick, a publicly quoted company which now owns the world's largest PR network; Hill & Knowlton, part of the US network owned by WPP, the marketing services group; and Burson-Marsteller, another US network which is part of Young & Rubicam, the advertising agency - are all keen to attract graduates.

One way of deciding whether PR is really the industry for you is to attend the Careers Day organised by the Institute of Public Relations in early spring. The event includes speakers from different parts of the industry, who explain what PR is all about.

Public relations tends to be seen in terms of writing press releases or organising press conferences about a new brand of chocolates. But there is more to it than that. Public relations is an umbrella term covering everything from political lobbying, to press relations and event organisation.

There are many different categories. You can choose between consumer public relations, where you are publicising particular products or services, or corporate, where you are representing a company.

There is entertainment, where you might organise the publicity for a rock band or a movie star. Fashion, includes styling photographs and staging fashion shows. In crisis PR a consultancy is drafted in to help a company after an oil spill, for example, or a health scare. And there is financial PR, which can involve helping to plan a major takeover bid.

The first question for anyone considering a career in public relations is whether they want to work for an external consultancy or to work in-house as a PR executive for a large company.

The external consultancies, the large ones at least, probably offer more variety in that employees have the chance to work on different accounts for different companies. An in-house post offers an opportunity to really find out how a company works and, in the longer term, possibly to move out of PR into another part of the marketing department.

If you see public relations as a long term career, the best bet is probably to apply to big consultancies to join its graduate training programme. You can, after all, always switch to an in-house post later in your career after finishing the training programme.

Shandwick, for instance, takes on around six graduate trainees a year. It receives between 300 and 500 applications and whittles them down to a shortlist of 35 by means of an assessment test. The test involves the applicants answering questions on industry and the media and writing an article.

The 35 shortlisted applicants go to London for a three-day summer school. At the school they receive presentations on the different areas of public relations and on what it can offer them. They then prepare a "test" PR programme so Shandwick can decide who to hire.

Shandwick looks for people with a combination of lively personalities and a good degree. It does not favour one type of degree over another, although a high proportion of its recruits have read English.

In their first year

Shandwick's trainees are paid £10,000 and work as "shadows" to experienced account executives. This involves writing press releases under supervision and some event planning. By the second year they receive £12,000 to £14,000. They have more direct contact with the media and sit in on client meetings to discuss strategy.

When they reach their third year they should have become fully fledged account executives, on £15,000 to £17,500. They will then handle client meetings and plan events on their own. They will also start to take decisions on strategy.

After that it is really up to the individual. One disadvantage of working in PR is that it is still seen as a low status industry, compared with similar sectors such as advertising. Conversely, this means that the calibre of management is relatively low and it is easier for talented people to shine.

Public relations is also a growth industry. This means that consultancies always need new people. The bright ones can - and will - go straight to the top. Or they can always take advantage of the low start-up costs in PR by putting their name above the door of their own consultancy.

Further information: Institute of Public Relations, 4th Floor, 15 Northburgh Street, London EC1, telephone 071-253 5151; Burson-Marsteller, 24/28 Bloomsbury Walk, London WC1, telephone 071-631 6262; Hill & Knowlton, 5/11 Theobalds Road, London WC1, telephone 071-405 8755; Shandwick, 61 Grosvenor Street, London W1, telephone 071-403 2232.

Alice Rawsthorn



Join the typists' pool and move as soon as possible into an editorial job in publishing

PUBLISHING

You'll need luck to land a first job

THE advice from Mr Nigel Newton, founder and managing director of Bloomsbury Publishing, to those applying for jobs in the industry is clear: "Go to the best company that will have you among the firms that publish the best books."

Mr Newton, 35, a literature graduate who came to the UK from San Francisco, is equally clear about the sort of people for whom he is looking. A good brain helps but "a good dose of common sense" is just as important.

For most undergraduates, even if they do have well-developed common sense, getting a first job in publishing will be a difficult task, with few companies offering formal graduate recruitment or training programmes.

"This is because the size of the average publisher does not make it worthwhile to have a formal training programme within the firm, and what's the point when you can hire someone who's had two years' worth of making mistakes at the expense of one of the few firms that do provide proper training," Mr Newton argues.

Publishing has changed over the past few years as many of the small-to-medium-sized houses have been swallowed up by international media conglomerates. The industry does retain a willingness to hire "entirely green inexperienced people", which

usually means secretarial appointments for women graduates and jobs in sales for men, and the hope that these will quickly lead to editorial posts.

Graduate secretaries in publishing are rapidly on the move because they are not secretaries in the conventional sense. "It's like painting the Forth Bridge, finding editorial secretaries; but although it's aggravating we don't really mind because it's training for the industry," says Ms Sally Clark, personnel manager at Penguin.

Penguin, part of Pearson, like the Financial Times, has vacancies for 40-50 editorial secretaries a year but gets about 10 letters a week, mainly from arts graduates.

On the next rung up the ladder, Penguin has about 20 vacancies a year for editorial assistants, who would typically have about a year's experience in publishing and earn between £11,000 and £12,000.

Within five years an ambitious graduate could have reached commissioning editor or marketing manager level, and a salary of £17,000 to £18,000.

The appearance of the large media predators and the perennial poaching in the industry has tended to bid up salaries somewhat, although for most people, publishing is still more of a vocation than a way to earn large salaries.

Basic secretarial skills - or at least the ability to type - is probably the most important prerequisite after a degree. This, some fear, tends to tilt the balance between the sexes further in favour of women in the publishing industry, because few men will apply for secretarial jobs. Penguin is even considering abolishing the title secretary

R

RECORD INDUSTRY
RELIGION
RETAILING
ROCK STAR

RECORDING INDUSTRY

Mavericks are making way for managers

EVERYONE loves a graduate, right? All that trained intelligence, that inquiring mind?

Well, that view does not wear well in the recording business. Ironically, one of the industries whose products most appeal to graduates has traditionally taken a very snuffy attitude to their recruitment.

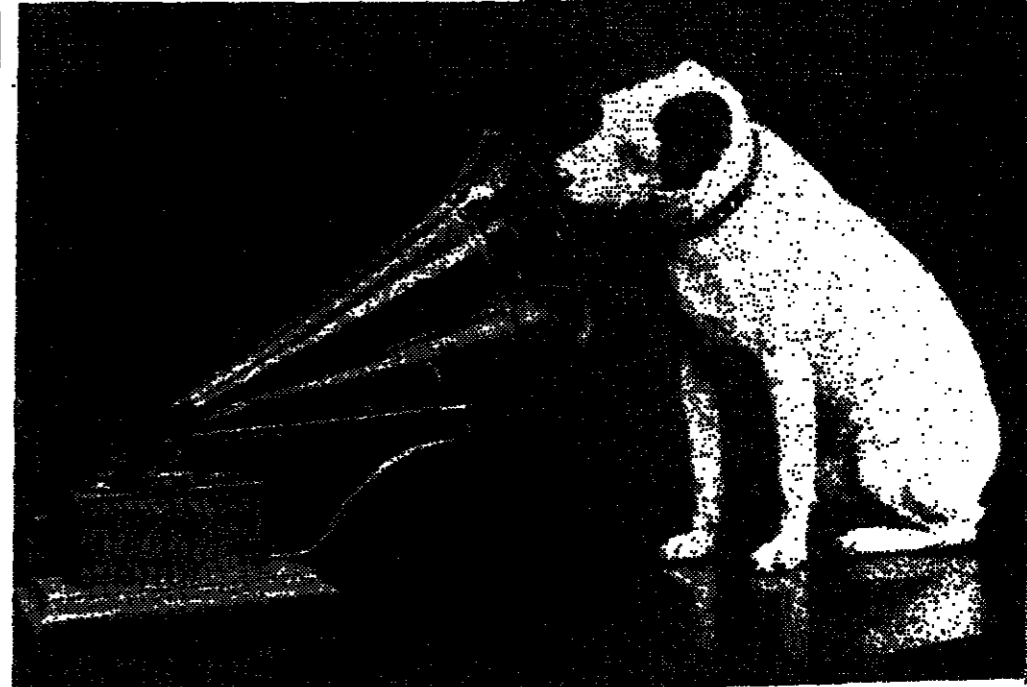
The received wisdom was that if you were freaked out by music it showed at a very early age and you took a job, any job, in a record company, a music publisher, a recording studio, or one of the myriad offshoots of this hit-and-miss industry, and then worked your way up.

In those days, the big money men and the legal eagles might be graduates. But the really glitzy jobs - finding the talent, producing the sounds, marketing the product - were handled by whizz kids who instinctively knew good music when they heard it.

The A&R men and women, the "Artist and Repertoire" shock troops who act as musical talent scouts, start when they are 17 or 18 years old. Record companies figure they then can identify with the musical tastes of the mass pop-buying public. By 22 they have moved up or moved out. For many key jobs in the record business taking time off to develop the mind at university was seen as a waste.

In many leading record companies this is still the attitude. Virgin, for example, has nothing against graduates, but it does them no favours. It tries to promote in-house so office juniors become, in time, top executives who know every aspect of the business.

Virgin wants enthusiasm, not qualifications. So graduates might be employed but they will start on the reception desk, or as a clerk, or in the car park. If they show the right



It's been a dog's life for graduates in the music business - but things are looking up

attitude promotion will come, although jobs do not come with guarantees.

This approach is not surprising in a company led by a man, Richard Branson, who left school early to make his fortune and who looks for entrepreneurial talents in his staff rather than a knowledge of philosophy.

This is changing - but slowly. CBS now looks for graduates, preferably with a business studies or marketing degree, when recruiting for its marketing, sales and market research departments. It recently took on a graduate with a music degree - almost unheard of in the business; but the recruit was a secretary in the classical music department and her skills were needed to beef up a division attempting to cash in on the latent demand for classical music.

There was a graduate scheme at CBS but last year it failed to take on a single probationer. The industry was economising on payroll costs and training a graduate was looked on as a luxury.

Even EMI, which traditionally sees itself as the industry leader, takes on only two graduate trainees a year. Occasionally, it even gives this a miss. It has recently refined its approach. For the past two years it has been looking for

graduates who have one year of work experience, perhaps in the retail trade or another record company, so that they have grown away from student life and have some knowledge of "real" work. EMI's graduate trainee scheme works: participants tend to get rapid promotion within EMI or leave to run other record companies.

Most EMI executives are now graduates, and some have two degrees, including an MBA. They have been recruited through traditional procedures, which still means many women graduates start as secretaries and the men as marketing assistants. Those with music degrees are, as usual, clustered in the classical department.

After that it is the old record industry practice of promotion by talent. EMI also has A&R men and women who are graduates. This is where

running the union hope, or managing college bands, comes in useful. The college circuit as a profitable touring route for bands may not be as rich and thriving as it was a decade or more ago (discos have seen to that) but, since the record companies are looking for enthusiasm and knowledge from its new employees rather than academic qualifications, experience in booking bands, in planning programmes, and

in handling the money is an undoubted advantage.

Alternatively, anyone whose years at college were spent as a social secretary might like to think of becoming a pop impresario. They should go to the biggest, Harvey Goldsmith, for advice: he gained his first experience organising college gigs at Brighton.

As the record companies become part of multinational corporations, so they become both more, and less, attractive to graduates. Anyone joining EMI or CBS, for example, can expect a career pattern rather similar to that of a contemporary joining Shell or IBM, and a salary to match. The managers are on the march: the accountants rather than the mavericks deciding musical policy.

There are gains in this - record companies were a byword for waste and unreality. It should also help to improve the rather tacky reputation of the industry, and enable it to reach the status of its American counterpart: there a career in the record business carries no doubtful associations. But undoubtedly some of the glamour, some of the excitement has gone.

Antony Thorncroft

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Read the Financial Times
survey on
The Video Industry
due to be published

October 26th 1990

JOY CIO/ISA

S

SCIENCE
SECURITIES
SPYING
STEEL

SCIENCE

The cutting edge of new technology

BRITAIN spends about £10.3bn a year on scientific research and development, and about 90,000 professional people earn their living this way. Most work in multi-disciplinary teams, often in large national laboratories. World-famous British research centres with 1,000 or more qualified scientists and engineers (QSEs) on their payrolls include the Royal Aerospace Establishment, Farnborough, the Harwell laboratory of AEA Technology, and the Royal Signals and Radar Establishment, Malvern. All these are national (government-owned) laboratories.

However, some of the most exciting and best publicised research of recent times is being done in small laboratories set up by new companies, for example inventing new medicines using the latest techniques of biology (see Biology piece).

Research and development (R&D) are really two different occupations. Dr Richard Sykes, who as Glaxo's research director manages an R&D budget exceeding £400m a year, sees them as quite different cultures. "People who discover drugs have a different approach from people who develop drugs."

Which one suits you best you will probably learn as you train. Usually, several times as much money is spent on the development phase of a project, but this is not necessarily reflected in the numbers needed, for development usually includes building demonstrations and organising trials.

For statistical convenience, however, research and development are often counted together. The latest government figures suggest R&D was employing a total of 14,406 QSEs in the public sector in 1988-89. About 5,000 were employed by the Ministry of Defence, nearly 6,000 by the five research councils (funded by the Department of Education and Science), and nearly 4,000 by other government departments such as Energy, Environment, Trade and Industry, and the Home Office.

Government R&D is a changing scene. Defence R&D has been declining slowly for several years as a proportion of the total budget.

Of the £5bn invested in R&D by manufacturing industry in 1988, electronics accounted for nearly £1.5bn, chemicals for nearly £1.4bn, and aerospace for another £700m. Industry's own funding of R&D has been increasing during the 1980s - in real-money terms by about 36 per cent from 1983-88. The government has also been encouraging companies to publish details of their R&D investment in annual reports, in the belief that there is a positive correlation between such a long-term investment and commercial success.

Substantial funds for R&D are provided by the European Community through the

European Commission's Framework Programme. This programme has three mechanisms for supporting scientists - shared-cost projects (providing up to 50 per cent), direct actions (in the EC's own research centres), and concerted actions (involving collaborations between national research programmes).

The current Framework Programme is a five-year affair from 1987-91, in eight different areas of research, adding up to some £3.5bn. The UK is providing about £600m but aims to carry out R&D to a value somewhat higher than this. A new Framework Programme has been approved for the period 1990-94, with a budget of about £4.2bn to cover six broad areas of scientific interest - information and communications technologies, industrial and materials technologies, environment, life sciences and technologies, energy, and human capital and mobility.

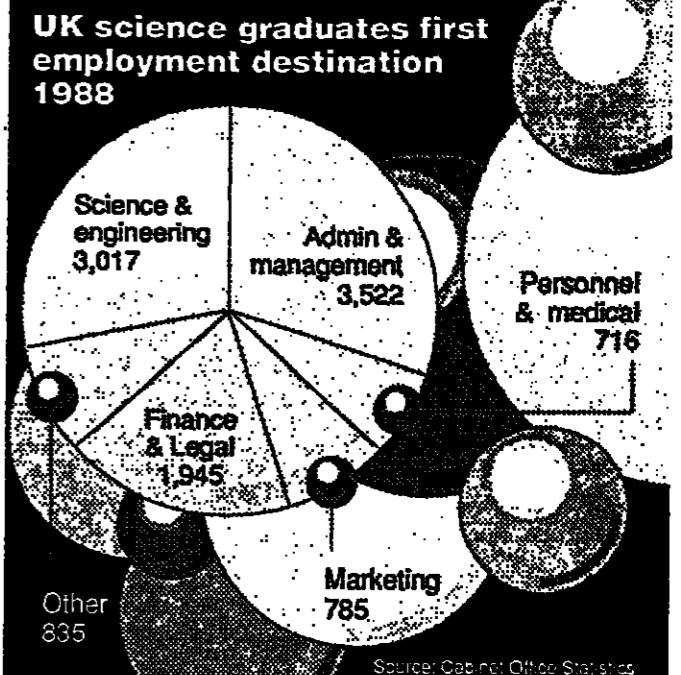
Further information: Annual Review of Government Funded Research and Development 1990, prepared by the Cabinet Office, HMSO, £23.95.

Four years ago Britain began an experiment - Interdisciplinary Research Centres (IRCs) on various campuses - in organising and managing science. The government was looking for ways to encourage scientists and researchers at universities to be more responsive to industry's problems.

The experiment, although located on academic campuses is run independently of existing science and engineering departments, with its own director and students. This director is expected to lead and inspire a team which starts with an annual budget averaging about £1m, and will take on six post-graduate students a year. Thus, each will have a constant staff of about 18 people.

An important stimulus to the IRC concept was the discovery in 1986 of high-temperature superconductivity by two IBM scientists who shared a Nobel prize for their research in 1988. They had discovered superconductivity in a material quite different from any known previously, and at temperatures much higher

David Fishlock



Small cash rewards in the world of test-tubes

FOR science graduates who feel the academic world is for them - and are willing to resist the pull of Mammon - there is always the world of university-based research. In Britain, the cutting edge of this research is encapsulated in a government-sponsored effort to view sciences as integrated disciplines.

The old boundaries between physics, chemistry and biology are no longer valid in tackling such issues as climatic change or the behaviour of new materials. Genetic engineering, for example, one of the most exciting areas of commercial as well as scientific progress, is founded in molecular biology, an interdisciplinary science encompassing physics, chemistry, biology and mathematics.

than were needed before. It opened entirely new opportunities in electro-technology, from miniaturised electronics to power supply. The science was indisputably interdisciplinary, embracing physics, chemistry, geology and other disciplines.

The first IRC was set up at Cambridge University, and in less than three years the research councils have launched 21.

There is still controversy about IRCs in academic circles. Sir William Mitchell, the physicist who pioneered them, is convinced his critics are wrong, misled by academic myths and misunderstandings, including notions that such research is "creative" and therefore cannot be managed.

In spite of widespread suspicion of IRCs expressed in the common rooms, however, most universities and polytechnics have responded enthusiastically to the calls for ideas for IRCs. So far the drive has made more than 300 proposals.

David Fishlock



Billy wasn't idol at Sussex University where he obtained a degree in English

ROCK STAR

Money for nothin' and your chicks for free?

SO you want to be a rock star? And you? And you? Forget it. Better to concentrate on winning the pools, or discovering the sixth dimension. Take the advice of Clive Black, deputy head of A & R (Artist and Recording - the creative end of the pop business) at EMI. "You can teach people to set fire to their guitar - but you can't teach them to be Jimi Hendrix," or "My girlfriend dances around in her underwear but she is not Madonna." He will spin out the clichés and they all mean the same: there is no formula, no way can it be taught, there are no guarantees.

The odds against are enough to deter the most hardened gambler. EMI receives 150 tapes a week from hopefuls and in time, in theory, they are all listened to. But no artist has been signed to the record company by this route in the six years Mr Black has been at EMI. Turning up at the door looking good, sounding persuasive, and with the most foot-tapping tape in your hands will only have you sitting in reception until eternity.

Jonathan King, who has carved a rich career off one juvenile hit of the early 1970s, once said, "If you're good, the record companies will find you." It sounds implausible, but in this mad world it is quite possibly true.

There are some obvious truisms. Attitude is more important than ability, determination more than looks. You stand a better chance of being signed up if you create your own material. If you have the voice of Aretha Franklin, the record company will find the songs but it could take a year or more; it much prefers to contemplate the publisher's fees that usually come its way through a new artist with new songs.

The pop business changes so rapidly that last year's good advice is this year's waste of time. Traditionally you got together with a group of school or college friends, formed a band, played for beer money in pubs, sent a demo tape to your local radio station, and hoped you would get spotted. It was actually no disadvantage to be a graduate. Probably the richest band produced in the UK, Queen, is stuffed full of graduates, a good few with Firsts. The Stranglers' Hall degrees, Mick Jagger must be the most famous non-graduate of LSE.

secure their university qualifications. Even Iron Maiden is fronted by a BA. In fact, even without a degree, if you had any talent at all there was a good chance you would get a visit from a couple of A & R men from the big record companies, who relied on teams of scouts stalking the country, following up tips from pub landlords, pop journalists, radio DJs, agents, etc. If there was a buzz about a band it could expect to be visited by competing teams of A & R men frantic to snap up the music before their rivals got there.

This used to be the way the business operated, and it still does - for heavy metal music and other conservative art forms. But for many record industry executives the word "band" is starting to have an old-fashioned ring. The pop charts are dominated by individuals who are more technological whizzkidds than musicians, who can create a sound in their garage by mixing tracks, by adding a computerised drum beat, by riffling through the pop music of the past three decades to find a beat and a phrase that touches the feet of the current dance-crazed pop audience. As Mr Black says, "It is now a groove and mix led music."

This makes it cheap for the record companies, especially on the singles side, whose role can be limited to marketing tracks produced by imaginative, anonymous, back-room boys.

Singles lose money, however, they are teasers for CDs, and (for a few more years) albums, and although the record companies have gone along with the whole hip hop, acid house phenomenon, which was largely inspired by the clubs and by independent labels, they are looking forward to the return of the stars, to the next George Michael or Boy George: artists who could write songs, perform them, and sell millions of albums.

So at the moment it is a good time for boffins; for studio technicians; for creators of sounds. By next year the search will be on for "stars", for singers with fine voices, for songs with meaningful lyrics. The pop market is so vast it can comfortably find room for both types of artist.

But do you really want to be a pop star? Of 10 artists signed up each year to a recording deal, only one or two will survive to have a worthwhile career, which seldom exceeds five years. Who even remembers The Roaring Boys, tipped to rule the world? They have joined Signe Signe Sputnik, and all the one-hit wonders, in that great pop graveyard in the sky.

The great majority of signed artists can look forward to a thankless year or so playing seedy venues for peanuts.

Your troubles really start when you sign on the dotted line and sell your soul, and usually your musical integrity, for a packet of illusions, and delusions.



Mick Jagger (above) is probably the most famous non-graduate of the London School of Economics while Everything But The Girl (below) delayed their pop career to secure degrees at Hull University



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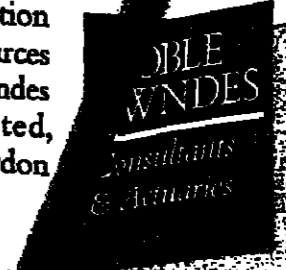
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T

TAX
TELECOMMUNICATIONS
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You could be poacher or keeper

POACHER or gamekeeper? The student interested in the complex world of tax can have a choice of either.

The would-be gamekeeper joins the Inland Revenue's three-year training programme, after which he or she becomes a fully-fledged tax inspector; the poacher joins an accountancy firm and becomes skilled in the art of tax avoidance.

The Inland Revenue takes in more than £57bn a year from individual and corporate tax-payers; it has an annual budget of £1bn and a staff of 65,000 spread around a network of more than 800 tax offices across the UK.

This huge organisation is interested in employing graduates with first- or second-class degrees, from a wide variety of academic and social backgrounds, up to the age of 32.

The image of the tax-person may be bad, but the human qualities sought by the Revenue in its potential employees seem anything but dull. The Revenue says that the ideal tax inspector will have to be a combination of accountant, lawyer, investigator, negotiator, advocate and manager.

Accountancy skills are required to parry the arguments put forward by professional poachers; it helps to have a legal mind when thumbing through the Taxation Act; scepticism and curiosity are required when scrutinising taxpayers' annual returns, especially when trying to reconcile the lifestyle to the figures.

The bulk of tax affairs is settled by correspondence and personal interviews, hence the requirement for negotiation skills; advocacy comes in handy for those cases which cannot be settled other than in front of an independent tribunal.

Training in the early years is well structured, requiring a mix of study (for internal exams) and practical work.

the Revenue, you can expect to be earning some £25,000 if you live in London; again, not that different from the sort of salary earned (after three to four years, that is) by accountants.

The big accountancy firms recruit people directly from university into their tax departments; these people can opt either to train as chartered accountants or to take the Institute of Taxation exams which are much more specialised.

For many, working in tax is just a different way of spending the three years it takes to become a chartered accountant. One acquires tax skills but at the same time earns the highly-prized professional qualification. Some auditing has to be done - but this would be limited to perhaps a total of six months in the three-year training contract.

If you have not made a decision about what you want to do in the long term - and therefore take the ACA while in the tax department - there is no reason to fear that the specialisation will restrict your chances of getting a job outside the profession after you have qualified.

It is easy to argue that you have had direct commercial experience, which perhaps auditors have not.

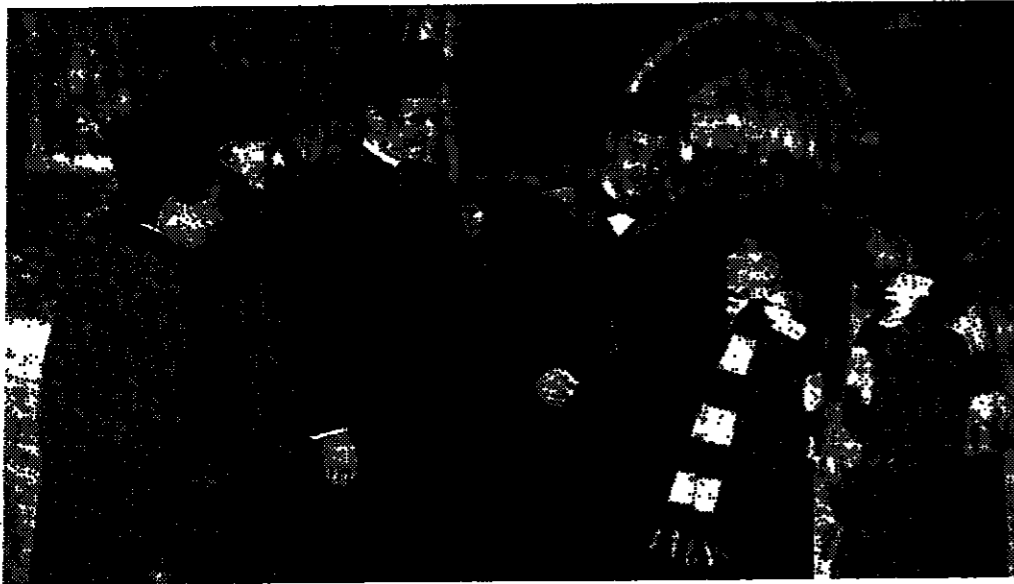
The tax avoidance industry has grown very rapidly throughout the 1980s, reflecting the growth in legislation, the increase in the amount of corporate activity, and aggressive marketing by the big accountancy firms.

A career in tax will be intellectually and commercially challenging - and remunerative, given the amount of money your expertise will save for your corporate clients. Early specialisation is the norm, though, and after a few years you could find yourself an expert in some arcane area of VAT law.

You could not lose by starting off as a gamekeeper, though - there is plenty of precedent for becoming a poacher later on.

Further information: The large accountancy firms; Inland Revenue, c/o the Civil Service Commission, Alencon Link, Basingstoke, Hants, RG21 1JB; Institute of Taxation, 12, Upper Belgrave Street, London SW1 X8BB.

David Waller



Some of the romance may have gone the way of academic gowns, but demand is higher than ever

Soon after joining, you will start to take responsibility for simple tax cases, but as time goes on the complexity of the workload will increase.

As in the mainstream civil service, there is a well-defined career path open to the graduate recruit, which will lead reasonably swiftly to higher positions. At each level in the hierarchy, there will be opportunities to do different jobs, from investigating fraud to solving the problems posed by the arcane details of the latest Double Taxation treaty.

It is a busy job, requiring plenty of common sense and "people skills" as well as a grasp of tax technicalities; in the early years at least there is rapid promotion and a camaraderie rarely found in the private sector.

During the 1980s, many thousands of senior tax inspectors left the Revenue to take jobs in the ever-expanding accountancy firms, or setting up on their own to provide avoidance advice. They left less because of poor morale than because of money: the offers coming from the private sector were simply irresistible when compared to the civil-service salaries on offer in the Revenue.

It remains true that over time, the tax specialist affiliated to the accountancy profession will make more money than even the most senior tax inspector. However, recruits to the Revenue are well paid: under 26, working in London, you will not get less than £12,350, or £10,135 in the provinces. These salaries compare well with those offered to recruits into mainstream accountancy jobs, although those who chose to specialise in tax from the

TEACHING Alarm in board and chalkdust circles

YOU'VE seen the television commercials. "Teaching brings out the best in people," the ads confidently announce. In the background, eager children struggle to grasp critical facts in well-furnished classrooms.

The campaign was commissioned by the Department of Education and Science which is alarmed at the growing number of teacher vacancies which threaten its efforts to revamp the nation's education system.

The ads do portray accurately one side of the story. Teachers say the job really can bring out the best in people. Helping children learn can be a truly rewarding experience, far more so than developing a data base for a financial service company or selling life insurance.

Also, those entering teaching now will be on the cutting edge of the government's efforts to introduce a National Curriculum.

In most parts of the country, schools are short of teachers. A recent survey conducted by the Department of Education and Science found that there were nearly 6,500 vacant teaching posts in state-maintained schools during the 1989/90 academic year, a 50 per cent rise over the year before. And even that, teachers' unions say, is understated. The nation's

estimates that the number is probably double that. The DES survey, they note, does not count as vacancies the posts filled by temporary teachers or by teachers not qualified to teach that particular subject.

Although the official government line is that teacher shortages reflect intense competition for graduates from other industries, there is little doubt that the low salaries discourage recruits. Starting salaries this academic year are £9,342, but a graduate with a second-class degree can earn £10,047. However, the difficulties really begin after a few years. Top salaries are £15,723, rising to £18,002 in January 1992 - and that's after five years.

However, if you shop around and are willing to be flexible about where you work, you can find a better deal. Some particularly hard-pressed inner London districts will pay up to £1,500 on top of basic salaries and throw in other benefits. Tower Hamlets, for instance, where more than 200 children were turned away from school last year for lack of teachers, is offering low-rent housing. Others, such as the outer London borough of Sutton, are offering to pay moving costs and other packages valued up to an additional £9,500.

But even the perks are often not enough to compensate. Ms Sian Dickens, 24, has just completed her probationary teaching year at Preston Manor High School in the London borough of Brent, and says she is not sure she will teach beyond the year. As a technology teacher who trained in crafts, she works in a department where three of six instructors quit in the past year and she has had to train their replacements. Frequently, the school does not have enough supplies to allow children to carry through imaginative projects which they have designed themselves. "And on top of that, when you see your friends earning so much more, with a company car thrown in, it's kind of soul-destroying," Ms Dickens said.

Still, conditions at different schools vary widely and conditions in different districts vary more widely still. Those looking for a post may wish to steer clear of districts that have been poll-tax capped. These are likely to be faced to engage in budget-cutting which, even if it means teacher jobs are spared, will reduce overall spending on education so that conditions are tougher.

Mr Dick Bolland, assistant secretary of the NUT, urges graduates to interview prospective employers. Shop around for a job and take advantage of the trend among schools to advertise vacancies themselves, rather than having recruitment handled through the local education authority. These schools generally allow the applicant to visit the school informally, pre-interview, and meet the staff. "One of the most important things to ask is whether the school has a stable staff," Mr Bolland says. A high turnover could indicate low morale or tension. Also, a visit will allow you to get a better idea of how well resourced a school is.

Mr Bolland also suggests graduates ask about induction courses - the instruction offered to probationary year teachers to help them get to know their job. The level of a school's pastoral care for students is also an important part of a school's culture. Find out whether there is a co-ordinated effort to help troubled children, he suggests.

For those students who did not attend teacher training college, there are other ways to enter the profession. Graduates in any subject may go on for a one-year certificate, the Post Graduate Certificate in Education, for which local authority grants are available. Those who need to work while studying may apply to some local authorities to participate in the articulated teacher scheme. This allows you to teach part-time and attend classes part-time, achieving a PGCE in two years. Although the salary is greater than a university student's grant, it is less than that offered to new teachers.

Finally, those who would like to teach but cannot face any more schooling may consider working in the private sector. Many schools are willing to take graduates with good degrees and no teaching background. However, Mr Bolland warns that "there are dozens of educational bucket shops out there where pay is terrible and conditions are appalling". So choose your school carefully. Remember, they probably need you more than you need them. Further information: Department of Education, Teaching as a Career Unit (TASC), Elizabeth House, York Road, London, SE1, telephone 071-834 9000; National Union of Teachers, Hamilton House, Mabledon Place, London WC

TELECOMS Industry hanging on for big changes

THE UK telecommunications market is in the throes of extensive restructuring. Whereas a decade ago, the opportunities for graduates wishing to enter the industry were with British Telecom, which had a statutory monopoly to supply services, or with one of its traditional suppliers, there is now the chance to join either Mercury Communications or Racal Telecom - BT's two main competitors.

More competition is in prospect, as the government launches a wide-ranging review of telecommunications policy this autumn.

One effect of the BT monopoly was to dull the employment prospects of graduates entering the telecommunications market. A career with BT may have been a safe one, backed up with relatively good training, but it was not necessarily an exciting one. The advent of some competition and the prospect of even more is likely to change this, and to lead to upward pressure on salary scales.

Much of this culture change will still take years to work through. BT is still the dominant employer in the market place and the largest recruiter of graduates. An ambitious graduate, therefore, might be advised to start with BT to gain experience.

Telecommunications companies are looking for a mixture of graduates with a background in electronic engineering and those with general or business degrees. The engineers will be used in research and development for new communications products, the design of software and supervising maintenance and manufacturing. General and business degree graduates are in demand for marketing, finance, personnel and other functions.

There seems to be little or no discrimination between graduates of polytechnics and universities. And, except for research functions, employers say they are less concerned with the class of a person's degree than with his or her personality.

One area where the telecommunications industry has a bad record is in the employment of women. The telephone companies say they wish to employ more women, but not enough apply.

A number of mergers with foreign-owned companies has called into question the ability of Britain's leading telecommunications manufacturers to remain independent. Foreign ownership may be necessary to provide the economies of scale that are needed to develop the next generation of products. However, it raises the possibility that some of the most interesting engineering and research work will be done abroad.

BT is this year planning to employ 300 or more graduates, sharply down from the 700 it was quoting this time last year. The cutback seems due largely to a significant reorganisation, which involves making 5,000 managers redundant.

BT is now putting a greater emphasis on "quality" in the graduates it employs, a term it uses to mean candidates who have the potential to be senior managers and who are "well-rounded". This change of emphasis is part of the company's strategy for bringing about a change in culture throughout the whole organisation. More than 70 per cent of the graduate intake will go into information technology or engineering functions. For these jobs, computing or networking experience at a university or polytechnic will be useful, but the company will consider training graduates who do not have any relevant degree to become computer programmers. Graduates going into research will usually need fairly specific experience.

The remaining graduates will be recruited into marketing, sales, finance and customer service. Almost any degree will do. BT is looking increasingly for people with combined degrees, such as engineering and management.

Graduates will start on a minimum of £10,000 a year, although most would be in the £11,500-£12,000 range. There is, in addition, a £2,250 inner London weighting. The company says that a good graduate who is ambitious could by the age of 30 have a company car and be earning a package worth £30,000.

Mercury, which is BT's only rival for basic communications



British textiles: the industry is alive, but has been in recession almost since the war

will be in the electronics and communications fields. The company will take graduates with any discipline for accounting, marketing and information systems.

The dynamic Racal Telecom, which runs the Vodafone cellular network, is recruiting 40 graduates this year. It will not disclose how much it plans to pay them, but last year the starting salary was £10,500.

GPT is the largest equipment manufacturer in the UK. Next year it expects to recruit 200 graduates, down from the 300 it has been taking on in previous years. About 60 per cent of the graduates should have experience in software; 20 per cent in electrical and electronic engineering; and 20 per cent in other disciplines.

STC Telecommunications is looking to recruit about 90 graduates next year, of which between 50 and 60 will become engineers. They should have backgrounds in software, computer sciences or electronic engineering. The rest will be used in marketing, manufacturing, personnel and finance, where business degrees or general arts degrees will be considered useful qualifications.

A further 20 people will be employed by STL, the company's central research laboratories in Harlow, Essex.

The company is particularly keen to attract graduates with foreign languages, especially French, German, Italian and Spanish.

Hugo Dixon

PROFILE: BT Planning on growing leaner and meaner

BRITISH Telecom is a vast organisation by any standards. With 220,000 employees, turnover of £12bn, and operating profits of more than £3bn, the company is not only one of the largest groups in the UK but also of the world.

BT's size, however, is as much a weakness as a strength. Six years after privatisation, it is still excessively bureaucratic. There is little sense of dynamism, and attempts to encourage BT's staff to treat customers more efficiently and courteously have produced only small improvements.

The lines of responsibility are stretched and blurred, with the result that customers often feel there is no mechanism for getting their problems solved. This sense of impotence can also be felt by the group's employees.

Competition in the form of Mercury Communications has been only a piprnick. Mercury has less than 5 per cent of the

Renewed attempts, however, are now being made to shake BT up. There is a two-pronged attack: one being instigated by BT's top management; the other by the government.

As part of a massive reorganisation programme called Operation Sovereign, which was launched earlier this year, BT is attempting to cut out the bureaucracy by making 5,000 managers and 5,000 other staff redundant in twelve months. This may be followed by further job cuts in subsequent years.

The idea is to reduce the number of layers in the organisation so that decisions can be made more quickly and responsibility can be more clearly identified.

At the same time, BT is being restructured as a "customer facing" organisation. This involves disbanding BT's previous structure based on 27 regional districts, which BT's top management felt were growing into independent baronies, and replacing them with two principal customer facing divisions - one for personal customers and the other for business customers.

Supporting these will be a worldwide network division, responsible for constructing and maintaining an advanced telecommunications infrastructure.

In parallel with these moves by BT, the government will unveil proposals later this year for more competition in the market, in an attempt to keep BT on its toes.

All this means that graduates joining BT next year will be entering the company at an interesting time, but also a time of great instability. If these initiatives are sufficient to instil the sense of dynamism that BT so desperately needs, graduates can look forward to the prospect that maybe five years from now their employer will be leaner and meaner.

Further information: See story above.

H.D.

TEXTILES Material challenge to change an image

AT FIRST glance a career in the textile industry does not appear to be the most attractive option for an ambitious, young graduate.

Textiles is, after all, an industry in decline. It has never succeeded in shrugging off its image of dark mills and sweatshops, and it has been one of the worst affected areas of manufacturing industry in the present economic recession.

staff in the past year or so. This summer the recession claimed its first big casualty when Coleroll, one of the leading companies in the industry, went into receivership.

But behind the headlines about rationalisation and redundancies, there are a number of large companies in the textile industry with a broad spread of international interests which are eager to attract ambitious young managers for the future.

Coats Vivella and Courtaulds Textiles, the biggest players in textiles, operate comprehensive graduate recruitment and training programmes. The other large forces - Dawson International, William Baird and Tootal - also offer opportunities for graduates.

The textile companies do recruit a number of graduates from the specialist textile courses at institutions such as UMIST in Manchester, Huddersfield Polytechnic or Leeds University. But they are also looking for people with general degrees in business studies, the arts or sciences.

Coats and Courtaulds Textiles see themselves as competing against the general round of industrial companies. As a result starting salaries in textiles tend to be comparable with those elsewhere in industry. The graduate recruits at Coats tend to begin with a salary of around £11,500.

The disadvantage of choosing a career in textiles is, of course, the fragile condition of the industry. Textiles has been in decline throughout the post-war era since the newly-independent countries in Asia and Africa started to export cheap cloth and clothing to Europe.

There was a brief respite for the industry in the mid-1980s when the combination of buoyant domestic demand and a favourable exchange rate made the UK companies more competitive, but for the past two years the UK textile companies have been struggling in intensely competitive conditions.

The industry's problems have affected attitudes to recruitment. Courtaulds Textiles is looking for 30 new recruits this year, compared with its usual complement of around 50. Coats hopes to hire 35 people this year, two years ago it took on nearly 70.

The large textile companies, of course, can offer everything from high-tech spinning mills, to clothing factories crammed with machinists, to designers. This means a young recruit can quickly build up experience of management in a wide variety of disciplines and cultures.

Courtaulds Textiles' recruits tend to begin with a production job in one of its subsidiaries. "We like to make sure that they know how the product is made and how the

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